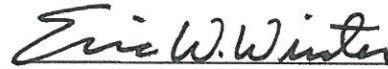


CITY OF HORSESHOE BAY
PLANNING AND ZONING COMMISSION
NOTICE OF REGULAR PUBLIC MEETING

February 6, 2018

Notice is hereby given to all interested members of the public that the Horseshoe Bay Planning and Zoning Commission's Regular Public Meeting on Tuesday, February 6, 2018 in the City Council Chambers at City Hall, #1 Community Drive, Horseshoe Bay, Llano County, Texas. The Regular Public Meeting will begin at 3:00 p.m. The agenda for the Regular Public Meeting is to discuss and/or act on the following:

1. Call the Meeting to Order and Establish a Quorum
2. Public Comments (Those who wish to speak are asked to limit their comments to three minutes)
3. Approval of Minutes of the January 9, 2018 Regular Meeting
4. Public hearing on request for a recommendation to City Council regarding the Phoenix Center Planned Development and Concept Plan, including rezoning of 77.0 acres from A-1 Recreational to MU-R4C2-PD Mixed Use R-4 Multi-Family Residential and Commercial Planned Development, property driveway is at 3340 Hwy. 71 West, with the majority of the property 2,000 feet+ north and west/The Phoenix Center, Applicant
5. Workshop:
 - A. Continuation of Planning and Zoning 101 for new Commission Members
 - B. Discuss progress of new Commission Members on review of the Zoning texts and Zoning Maps and field checks of existing land use in their assigned Zones
 - C. Determine date(s) for next New Member Educational Workshop(s)
6. Discussion and action regarding proposal for one-on-one Director Meetings with Commission Members
7. Adjournment


Eric W. Winter, Development Services Dir.

The Planning and Zoning Commission may go into closed session, if necessary and appropriate, pursuant to the applicable section of the Texas Open Meetings Act, Texas Government Code, Chapter 551, Subchapter D, on any matter that may come before the Commission that is listed on the Agenda and for which a closed session is authorized. No final action, decision, or vote will be taken by the Commission on any subject or matter while in closed session. Any action, decision or vote will be taken by the Commission only in open meeting.



PLANNING & ZONING COMMISSION

FEBRUARY 6, 2018

To: Planning & Zoning Commission
Thru: Stan Farmer, City Manager
From: Eric Winter, Development Services Director
RE: February 6 Meeting Agenda Memo

Comments regarding Agenda items:

4. The public hearing on The Phoenix Center Planned Development will need to be postponed. The Phoenix Center has requested to postpone the public hearing until the March P&Z meeting in order for more detailed information to be developed and provided for staff review of the PD and the Concept Plan. Staff suggested that the Phoenix Center consider postponing because specific details such as sizes of the buildings had not yet been determined and would be needed for the Commission to adequately review the project and its potential impacts. Public notices will not need to be done again for the March meeting because it will be postponed to a time and date certain.

Attached is a copy of the original public notice for the PD along with a copy of the PD Concept Plan. Other than 5 cabins supporting 15 total campers there has been no other information submitted on the sizes, heights or designs of the other structures on the Plan. In addition, I have attached two documents submitted as the Concept Plan that are both text documents (Concept Plan needs to be a design plan document), one of them a study by Texas A&M University students for the same project on another site. This is a lot of supplementary information for the March meeting.

5. New Member Educational Workshop
- A. I have attached a copy of additional information for the new Commission members to review, discuss and ask any questions about.
 - B. I would like to ask that you provide any questions or comments you may have about the Zoning text and Zoning Map review and field checks of land use for the Zones you have been assigned.
 - C. Determine date(s) for the next new Commission Member Educational Workshop(s)
6. Regular one-on-one meetings with Commission Members. I would like to begin scheduling regular meetings with each of you to provide information on Development Services Department activities, answer any questions and obtain feedback on how we are doing and how we can improve our operations regarding P&Z meetings. I have this on the agenda as

an item for discussion to get your feedback regarding the necessity for, scheduling of and other aspects of this proposal.

I will be happy to answer any questions you have about anything provided so far.

CITY OF HORSESHOE BAY
PLANNING AND ZONING COMMISSION
MINUTES OF REGULAR MEETING

January 9, 2018

The Planning and Zoning Commission of the City of Horseshoe Bay held a Regular Meeting at City Hall, in the City Council Chambers located at #1 Community Drive, Horseshoe Bay, Llano County, Texas, on January 9, 2018, in accordance with the duly posted notice of said meeting.

The posted agenda for this meeting is made a part of these minutes by attachment and the minutes are herewith recorded in the order the agenda items were considered, with the agenda subject and item number shown preceding the applicable paragraph.

1. Call the Meeting to Order and Establish a Quorum:

Chairman Neal Andrew called the meeting to order at 3:00 p.m. with a quorum of Commission Members as follows:

Chairman Neal Andrew
Commission Member Pat Bouchard
Commission Member Mark Hazelwood
Commission Member Brent Lane
Commission Member Edwin 'Scooter' Lofton

2. Public Comments (those speaking are asked to limit their comments to three minutes):

Mayor Pro Tem Craig Haydon and Council Member Reagan Lambert were in attendance, and both thanked new Commission Members for their service.

3. Introduction of three new Planning and Zoning Commission Members

New Planning and Zoning Commission members Mark Hazelwood, Brent Lane, and Edwin 'Scooter' Lofton introduced themselves, and spoke about their backgrounds and reasons for serving on the Commission.

4. Election of a Vice-Chairman

Pat Bouchard, being the only tenured Commission member available, volunteered to serve as Vice-Chairman for 2018. Approval of Pat Bouchard as Vice-Chairman passed unanimously. (4-0)

5. Approval of Minutes of the December 5, 2017 Regular Meeting:

New Commission Members recused themselves from voting on December 5 meeting minutes, as they were not serving at that time. Pat Bouchard made a motion to approve the minutes as revised, seconded by Neal Andrew. The motion passed unanimously (2-0).

6. Workshop

Director Eric Winter had previously provided Commission Members with a packet of materials that detailed the creation and history of the Planning and Zoning Commission, processes and procedures of the same, and general planning terminology and theory. Members were given an opportunity to ask questions and comment on the materials, and their responsibilities on the Commission.

Scooter Lofton commented that the packet was helpful in giving him a blueprint to navigate controversial topics in such a small and engaged community. Director Winter mentioned that a potentially contentious item would likely be on the next meeting agenda.

Mark Hazelwood was interested in the perspective that members should consider during the decision-making process, with respect to the importance of present concerns vs future concerns. He spoke to that fact that some Horseshoe Bay Citizens may seek to maintain the status quo, despite inevitable regional growth and evolution. He desired a vision as a basis of considering present and future needs simultaneously and effectively. Brent Lane and Director Winter referenced current planning efforts toward that end, being the Long Range Comprehensive Plan, and the Future Land Use map (FLUM) that is in draft form pending Commission education and subsequent approval.

New Commission Members were given an opportunity to volunteer to take responsibility for knowing the zoning ordinance text, zoning maps, and conducting land use field checks in the Zones that departing Commission Members were previously assigned. Zone assignments were as follows:

Scooter Lofton
Zone 5 – Bay Country
Zone 6 – Pecan Creek
Zone 9 – Escondido

Mark Hazelwood
Zone 1 – Applehead Island
Zone 10 – Sienna Creek
Zone 17 – The Hills

Brent Lane
Zone 2 – Applehead

7. Adjournment

Mark Hazelwood made a motion to adjourn the meeting, seconded by Brent Lane. Chairman Neal Andrew adjourned the meeting at 4:27 p.m.

APPROVED this 6th day of February, 2018.

CITY OF HORSESHOE BAY, TEXAS

Neal Andrew, Chairman

ATTEST:

Eric W. Winter, Development Services Director

NOTICE OF PUBLIC HEARING

Notice is hereby given that the Planning and Zoning Commission for the City of Horseshoe Bay, Texas, will hold a public hearing on February 6, 2018, beginning at 3:00 p.m. regarding a request by Sarah Rosen Garrett and The Phoenix Center, a Non-Profit Organization, for an amendment to Article 14.02 Zoning Ordinance and the Zoning Map by adoption and creation of new Zoning Regulations for The Phoenix Center Planned Development (PD), including the Concept Plan. The public hearing regarding this amendment will be held at Council Chambers at City Hall, #1 Community Drive, Horseshoe Bay, Llano County, Texas.

The proposed ordinance and creation of The Phoenix Center Planned Development would create the Phoenix Center Mixed Use Residential Multi-Family and Commercial PD consisting of the following:

Phase 1:

The Phoenix Center Planned Development Concept Plan is proposed to include:

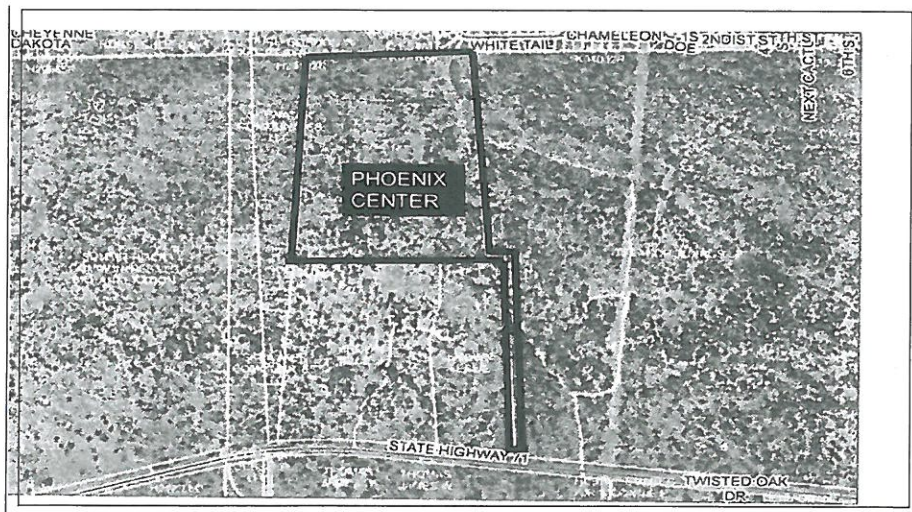
- i. An administration building or buildings, with a maximum total of 10,000 square feet.
- ii. One or more Counseling Centers with a maximum total of 20,000 square feet consisting of Music rooms, art rooms, group therapy room facilities, sensory rooms, water play area, and privacy areas for therapists and families.
- iii. A special training facility of 5,000 square feet and stables of 20,000 square feet and pasture for therapy horses.
- iv. Twenty Outdoor therapy spaces, including without limitation: 1) facilities for animal assisted therapy, 2) 200 rustic residential camp cabins & facilities for Camp Phoenix, as well as 3) 3 ropes courses and up to 10 miles of hiking trails.
- v. The construction standards shall be as follows:
 - a. Exterior Walls of any building may be constructed without masonry.
 - b. The infrastructure, roadways and parking spaces may consist of gravel roads and parking spaces, so long as such spaces are surfaced with crushed rock material and/or wood chippings
 - c. Maximum building height. The maximum building height (excluding ropes course, animal assisted therapy and animal maintenance structures) shall be forty-five (45) feet above the highest natural contour of the applicable Property.
 - d. Maximum area of building. Buildings, in total, shall not exceed sixty percent (60%) the entire Property or any subsequently divided Property.
 - e. Minimum Building Square Footage. There is no minimum square footage requirement for structures on the Property.
 - f. Roof construction. All roofs on buildings and structures the Property may be shingle style roofing, or clay tile, or standing seam metal with no visible screws or fasteners, and shall be properly installed on a suitable slope.
 - g. Landscaping will not be required for The Phoenix Center until property is subdivided and a master development plan is established.
 - h. No underground irrigation will be required.
 - i. Rustic camp cabins, animal assisted therapy and animal maintenance structures are allowed which facilities may or may not have electricity, plumbing, and heating/air conditioning. In the event any of these structures have electricity, plumbing, and heating/air conditioning, those systems, must comply with all city building and construction ordinances and regulations set forth by the City of Horseshoe Bay.

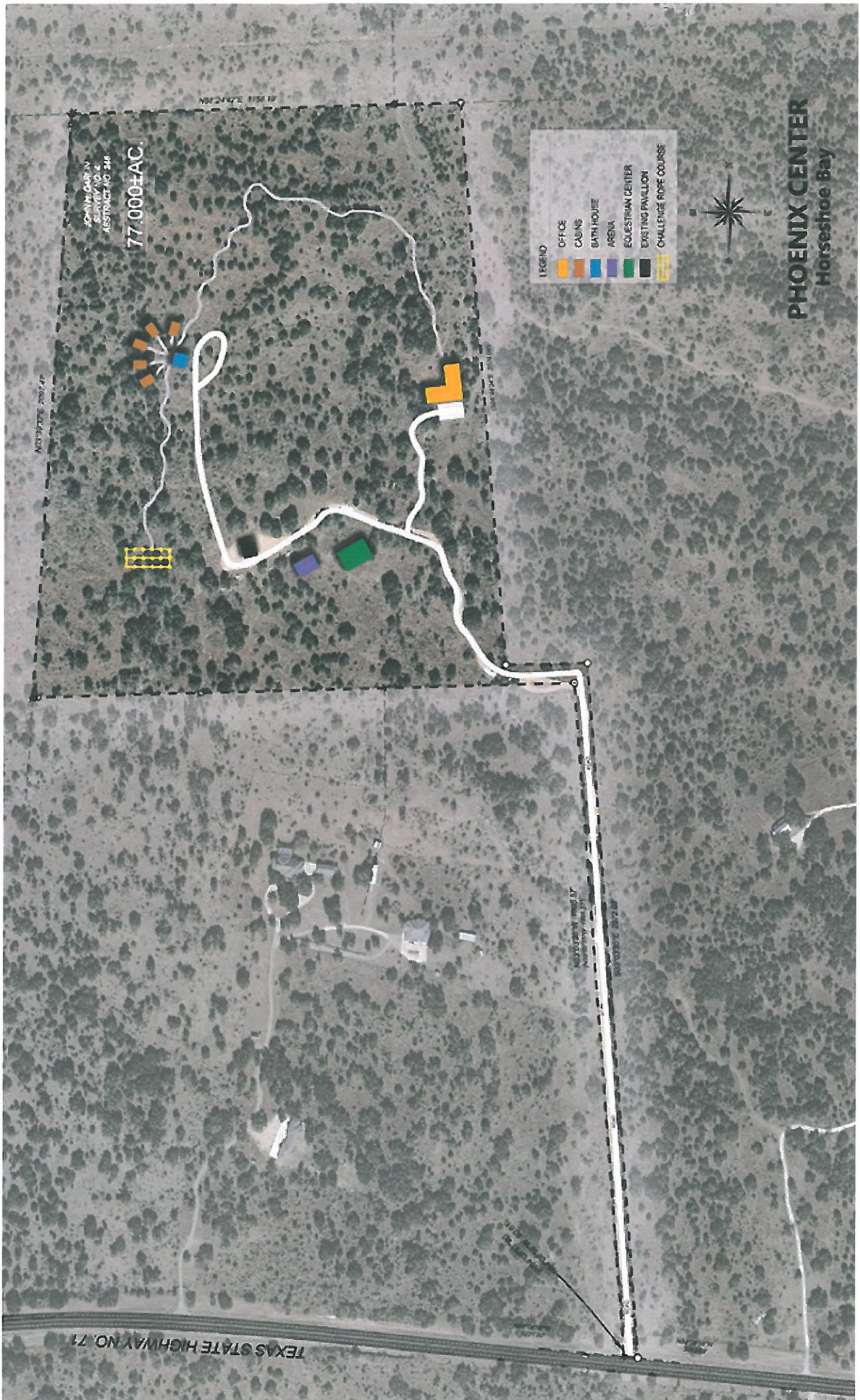
Phase 2 Projected to be developed in seven (7) years:

Phase 2 shall allow for the uses described in Phase 1 plus submission of a Master Mixed Use Development Plan (hereinafter referred to as "Future Uses"), which allowed uses shall consist of:

- i. 200 Townhome or Condominium Residential Dwelling Units
- ii. 500,000 Square Feet of retail or wholesale stores or businesses
- iii. Automobile parking areas
- iv. Educational and school campuses
- v. Restaurants, tea rooms, cafes, including those offering on and off premises sale of alcoholic beverage, where the law provides
- vi. Office buildings, professional buildings, administrative buildings, technology, mercantile, and general business
- vii. Public agency facilities and structures
- viii. Theaters and auditoriums (except for drive-in theaters)
- ix. Hotel, motel, or commercial lodging facilities, except for an RV park
- x. Camps, horse trails, hike and bike trails, pavilions, stables, small animal petting zoo, ponds, lakes, cabins, cabanas and accessory structures necessary and appropriate
- xi. Agricultural use
- xii. Medical Facility
- xiii. Assisted Living/Nursing Home facilities
- xiv. Accessory structures to be located on the same lot and/or tract as may be reasonably necessary and appropriate
- xv. As to Future Uses (and excluding any buildings and/or structures comprising The Phoenix Center):
 - a. Maximum building height shall be 45' above the highest natural contour of the applicable lot
 - b. Maximum area of building - 60% of the area of the lot
 - c. Area of Building ground floor or structure of A/C and heated space shall not exceed 8,000 square feet.
 - d. Parking a minimum of one (1) parking space per 250 square feet of net public space excluding private offices, storage areas, prep areas, kitchens, and other non- public access areas.
 - e. Spacing commercial A/C and heated structures shall be spaced a minimum of thirty (30) feet apart.
 - f. All roofs on buildings and structures shall be clay or concrete tile, or standing seam metal with no visible screws or fasteners, and shall be properly installed on a suitable slope.
 - g. Landscaping will be required pursuant to a Master Plan.
 - h. Underground irrigation will be required.

The proposed Amendment is available for public inspection at the Development Services Department at City Hall, #1 Community Drive, Horseshoe Bay, Llano County, Texas during regular business hours. You may provide comments regarding this Planned Development at the public hearing, or any time prior to the hearing, in writing or by calling the City Development Services Department at 830-598-9959.





PHOENIX CENTER
Horseshoe Bay

- LEGEND
- OFFICE
 - CASINO
 - BATH HOUSE
 - ARENA
 - EQUESTRIAN CENTER
 - EXISTING PAVILION
 - CHALLENGE ROPE COURSE



TEXAS STATE HIGHWAY NO. 71

NORTHWEST 1/4 OF
SECTION 34,
T1N, R10E, S12E

Camp Phoenix

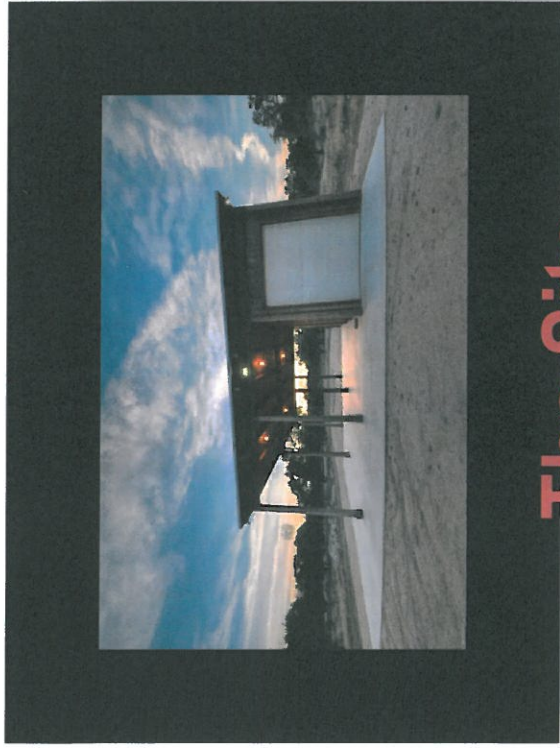
Horseshoe Bay Texas

conceptual plan phase one

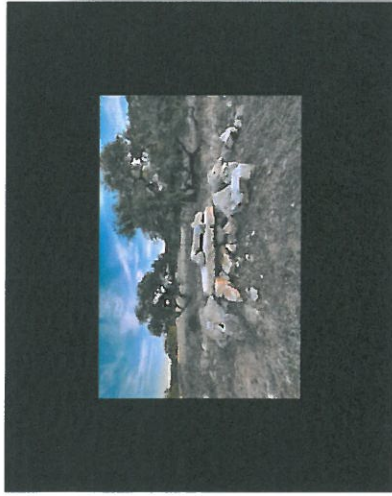
At the Phoenix Center, we employ a wrap-a-round model of care to meet the complex needs of the whole child and family. Innovated camp sessions provide an uninterrupted opportunity for healing, expression, and empowerment in a natural, restorative setting.

This project phase one will provide therapeutic day and overnight camp sessions facilities





The Site





Located east of the Horseshoe Bay Rsort Airport . . .

LAND USE OUTLINE . . .

General - Future buildig sites development plan includes construction of an administration building or buildings, one or more counseling centers consisting of music rooms, art rooms, group therapy rooms, sensory rooms, water play area, and privacy areas for therapists and families. A training facility, stables, and pasture for therapy horses. Outdoor and indoor therapy spaces, including facilities for animal assisted therapy, rustic residential camp cabins and related facilities for Camp Phoenix, ropes courses and miles of hiking trails. There are no anticipated utility services being required from the City of Horseshoe Bay durig Pheonix Center and Camp Phoenix development

process, however future sewer hook-up availability is near the site boundry from the Horseshoe Bay South development site. C-3 Zoning is being requested as such may relate to future value and development of the property upon any movement of the Pheonix complex to a new site due to area development in the years to come. Special construction standard considerations are being requested during the Pheonix Center and Camp development years as an amendment to Aritcle 14.02 Zoning Ordinance and the Zoning Map by adoption and creation of new Zoning Regulations for the Center Planned Devleopment, including a Concept Plan. However; it is understood that all applicable City of Horseshoe Bay Building Codes, Permitting, and inspections are applicable as to all improvements per the terms and conditions of an approved Devleopment Plan with the City of Horseshoe Bay. The Phoenix Center Planned Development would create a Mixed Use Reisdential Multi-Family and COmmerical PD consisting of specific defined land use and devleopment standards.



Architectural Program for

The Phoenix Center Project: Create Therapeutic Environments to Foster Innovative Care for Traumatized Children

College of Architecture
Texas A&M University

September, 2016



PROGRAM TEAM

This program is developed with a collaborative effort among faculty and students from College of Architecture, Texas A&M University and the directors of the Phoenix Center.



Phoenix Center:

Sarah Rosen Garrett, Director
Lindsey Humphrey, Program Director

College of Architecture, Texas A&M University:

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D. Kirk Hamilton, FAIA, FCHA



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Zhen Zhang



ACKNOWLEDGEMENT

We would like to express our appreciation to Dr. Jorge Vanegas and Mr. Chris Novosad for their strong support. This project is funded by the College of Architecture High-Impact Learning Grant.

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MISSION STATEMENT

The Phoenix Center Project is to develop a flagship campus that can provide mental health care service to children who have experienced life trauma. The campus will be composed of a clinic, an equine therapy center and an activity camp to host both day and overnight camps. The goal of the project is to create a therapeutic, imaginative and attractive environment--by using an Evidence-Based Design method--that supports the Center's innovative, trauma-informed care approaches.



Current Phoenix Clinic

EXECUTIVE SUMMARY

While a high percentage of American children have experienced life trauma, many of them consequently suffer of mental health problems. Founded in 2007, the Phoenix Center has dedicated to provide low-cost or free therapeutic services to traumatized children, especially those from low-income families. The Center recently launched a 5-year capital campaign, raising funding to build a new campus for their expanding services.

To support this effort as a part of the community service, the College of Architecture at Texas A&M University formed a vertical, interdisciplinary studio—for the fall semester of 2016—composed of students and faculty members from different levels (undergraduate and graduate) and different departments (architecture and landscape architecture). This studio will produce master plans and schematic designs for the new Phoenix Center. This document is prepared to provide basic information about project background and requirements. During the past three months, the programming team has collected a large amount of data through meetings, site visits, surveys and case studies. However, herein only information essential to design and master planning will be included.

The document is composed of following components:

- **Space Program:** Provide detailed information in terms of design considerations, space list and room requirements for the Phoenix Clinic, the Equine Therapy Center and Camp facilities;
 - **Site Selection Criteria:** Outline selection principles for the whole campus and the individual projects' sites;
 - **Site Evaluation:** Provide general evaluations of two potential sites;
 - **Cost Estimate:** Provide a rough construction cost estimate for main structures, including the clinic, the barn of the equine center, the pavilion, the treehouse, the bathhouse and the sheds;
 - **References:** Provide a list of articles/materials that this document referred to; can also serve as a reading list for this project.
- In addition, the **appendixes** will include other informative projects data such as the survey results, the GIS maps, case study summary, and current facility pictures and floor plan.
- **Introduction:** Introduce the definition of childhood trauma and the effective treatments; describe the mission and services of the Phoenix Center;
 - **Literature Review:** Summarize the scientific evidence related to the relationships between the physical environment and human's mental and psychological health, and design guidelines;
 - **Project Description:** Introduce the scope and the three main elements of the project;
 - **Priority Statements:** Describe the ranked list of the client's priorities related to therapeutic environment, peer and industry recognition, budget compliance, sustainability, flexibility, phases and aesthetics;
 - **Overall Objectives and Concepts:** Outline the project overall objectives—such as homeyness, seclusiveness, proximity, nature, privacy, safety, healing and playfulness—and concepts that help to realize them;

INTRODUCTION

Childhood Trauma

Childhood trauma is a serious concern in the U.S. but has long been neglected. Childhood trauma refers to physical abuse, psychological abuse, sexual abuse, physical and emotional neglect, grief and loss, household dysfunction, witness to acts of violence, accidents and natural disasters (Cohen, Berliner & Mannarino, 2010).

According to the 2011/12 National Survey of Children's health, approximately 48% (i.e., 41 million) of children aged 0-17 years had one or more adverse family experiences. Studies conducted in the past two decades indicated that between 25%-43% of children were exposed to sexual abuse; 39%-85% witnessed community violence. Moreover, one-third of U.S. youth aged 12-17 who have experienced two or more types of childhood trauma are very likely to develop long-term physical and mental health problems (NCTSN, 2016). Related symptoms and behavioral problems include poor verbal skills, development of learning disabilities, regressive or aggressive behaviors, anxious and/or fearful feelings, lack of self-confidence, and other physiological effects such as stomach aches, headaches, poor sleep habits, and low body weight (NCTSN, 2010). Traumatized children exhibit higher rates of suicide attempts, alcoholism, drug use, depression and eating disorders than their peers (Egger & Angold, 2004). Research also indicates that trauma can hinder brain development, and affect children's ways of learning, playing, growing and interacting with others (NCTSN, 2003). More importantly, one-third of traumatized children, if not treated timely and appropriately, will victimize their next generation (NCTSN, 2003).

Effective Treatments

Child traumatic stress (CTS) occurs when children and adolescents are exposed to traumatic events that overwhelm their ability to cope. Scientific evidence has demonstrated that CTS is treatable by offering intensive,



http://ct.counseling.org/wp-content/uploads/2014/06/Little-girl_branding.jpg

ongoing, individualized and evidence-based care. The brain can grow and heal by therapies that help rebuild neural networks damaged by adverse events (US DHHS, 2011). Effective therapies include: cognitive behavioral therapy, behavior therapy, interpersonal psychotherapy, play therapy, art therapy, sand tray therapy, equine therapy and horticultural therapy.

Cognitive Behavioral Therapy (CBT) is a group of psychological treatments that are based on scientific evidence and the premise that thoughts can influence feelings and emotional responses. It focuses on an individual's cognitions (thoughts), emotions, behaviors, and the way they are connected and how they affect each other. The therapist and the client develop goals, wherein the therapist helps the client in discovering that they are capable of choosing positive behaviors and thoughts.

Behavior Therapy involves the understanding about the relationships between behaviors, rewards, and learning. It focuses on changing and un-learning negative thinking and behaviors, and reinforcing positive behavior.

Interpersonal Psychotherapy (IPT) is based on the premise that depression can affect relationships of people, which can further affect their moods. It has been used to address the developmental issues related to adolescents. It is used to identify and develop adaptive methods for dealing with interpersonal issues.

Play Therapy is generally used for children of age group 3-12 years. It is a structured, theoretically based approach where a therapist uses play to assist children



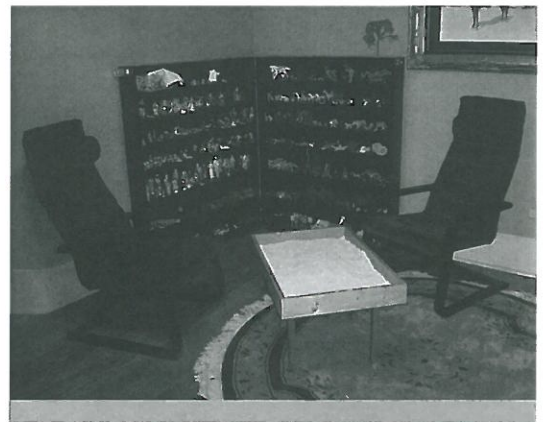
to express themselves about things that are troubling them and which they cannot express in words. Through play therapy children find a safe psychological distance from their problems, which allows them freedom of expression. It helps children change the way they think about, feel toward and resolve their concerns.

Art Therapy is an approach in which children use art as a media to explore their feelings, manage behavior, reconcile with their conflicts, reduce anxiety and increase self-esteem. It is found to be helpful to people who are experiencing developmental, medical, educational, and social or psychological issues.

Sand Tray Therapy is a non-verbal and projective mode of psychotherapy that uses a sand tray, water, and a collection of miniatures or figurines to create a manifestation of an imaginary world (the child's inner world). It is done along with talk therapy as a process of therapeutic work. It involves creating a scene made from miniature objects and figures in a box of contained sand. Developed by Swiss Jungian Analyst Dora Klaff, it is based on the premise that the psyche has a natural tendency to heal itself under favorable conditions.

Equine Therapy uses horses as a symbolic experience to promote emotional growth. Participants in the therapy session use feelings, behaviors and patterns to better understand the horse and themselves. It is found to be helpful for troubled youth who are resistant to therapy. Equine therapy has shown to have positive benefits such as improving confidence, self-efficacy, trust, perspective, decreased isolation, impulse control, social skills etc. Horses have shown to have an affinity on the healing effect on youth.

Horticultural Therapy involves people in gardening activities so as to improve their bodies, minds and spirits. Studies have shown that people benefit when they connect with plants, either by viewing, planting or caring for them.



The Phoenix Center

In the U.S., more than a half of traumatized children are being untreated. The Federal Government began to address the problem directly with legislation such as the enactment of the Children's Health Act in 2000 and the Donald J. Cohen National Child Traumatic Stress Initiative in 2001. The National Center for Child Traumatic Stress was formed to support the operation of 50 local centers across the nation. However, the State of Texas is ranked 39th in state-wide support for trauma treatment. The Phoenix Center (Center) in Marble Falls, Texas was founded in 2007 to provide quality mental healthcare to children aged 3-18 years and families through a variety of therapies and education. They use evidence-based and trauma-informed methods to increase children's health and teach positive parenting skills. Rather than using short-term, behavioral approaches, the Phoenix Center seeks to provide individualized, intensive, long-term care strategies in order to break the cycle of abuse and neglect.



Trauma-informed Therapies

Trauma-informed therapies help the children to express the emotions in a safe, and age appropriate ways; rebuild the neural networks which are affected and diminished due to trauma and abuse; increase the coping and social skills; and decrease depression, Post-Traumatic Stress Disorder (PTSD) symptoms, and anxiety.

Currently the Center's services consist of four major components:

- Phoenix Counseling provides the highest level of mental care to traumatized children
- Children's Groups offer innovative group therapies (e.g., music, art and animal-assisted)
- Camp Phoenix offers children a camp experience that helps brain recovery, increase coping and social skills, and decrease depression, anxiety and PTSD (Post Trauma Stress Disorder)
- Phoenix Parenting is an intervention for parents to improve parenting skills and reduce incidents of child abuse

The Center serves six rural Texas counties, in which the child abuse rate is 2.1 times higher than the state average. More than 80% of children served by the Center are considered as low-income and a majority of them are uninsured. The enrollment has increased dramatically, from 84 in 2007 to 554 in 2015. The capacity of the current facility has reached its limit due to the large demand and this has imposed great challenges for program expansion. Therefore, the organization recently launched the 5-year campaign to raise \$6.55 million, with \$3.43 million to build a 15,000 square foot flagship facility and camp amenities on a future 100-acre site.

LITERATURE REVIEW

This section is a summary of the literature related to the relationship between the physical environment and human's mental and psychological health. The literature includes peer-reviewed articles, design guidelines and online materials.

Therapeutic Aspects of the Natural and Built Environment

According to Harris et al (2002), the built environment can be divided into three main components that contribute to the human healing process. The first component includes ambient factors such as lighting, air quality, noise levels, and temperature. The second relates to architectural features including more permanent aspects of design, such as floor plan, dimension of spaces, size and placement of windows, and door openings etc. The third component covers interior design features such as color, finish, furnishing, and fixture. Another study by Rice et al (1980) categorized physical environment factors into two groups: purely stimulus objects and purely interactional objects. Based on these studies, Dijkstra (2006) argued that "Physical environmental stimuli are part of the (shared) healthcare environment and can be classified as ambient, architectural or interior design features that are purely stimulus objects (i.e. not interactional) and which influence patients through mediation by psychological processes."

Impacts of Built Environment in Healthcare Settings

Patients generally view healthcare settings with the feelings of fear, anxiety, uncertainty and ap-prehension, which may make them even more vulnerable to illnesses (Dijkstra, 2006). In addition to providing high quality healthcare services, health facilities should offer an environment conducive to not only patients but also other users' physical and psychological well-being. According to Ruga (1989), healthcare facilities can be designed to provide psychological support to patients

but also other users' physical and psychological well-being. According to Ruga (1989), healthcare facilities can be designed to provide psychological support to patients and their families. Well-designed facilities help to increase positive emotions among patients, thereby support their healing process (Malkin 2008), and improve health related outcomes (Ulrich, 1995).

Importance of Nature in Healthcare and Psychiatric Settings

Numerous studies have revealed that people tend to be more stressed, uncertain and anxious when sick. Compared to healthy people, patients are less competent. Therefore, they are more likely to be affected by stressful environmental stimuli such as noise and inappropriate color/artwork. Unfamiliar, immense, institutional environments can also add to the apprehension created by being away from home and family, and thus result in additional stress (Kopeck 2006). The effects of stress are found to be more profound in children as they are less capable and more vulnerable in terms of adapting to a novel environment when compared to adults.

One effective environmental approach to reducing stress levels is to introduce natural elements (e.g., sunlight and vegetation). Many studies have demonstrated the importance of natural in healthcare settings (Keep et al 1980; Ulrich 1984; Verderber & Reuman 1987; Verderber 1986). Exposure to morning sunlight has shown to be effective in treating a variety of disorders. Ulrich (1992) argued that by only looking at natural views could help to improve physical and psychological health, and providing easy physical and/or visual access to nature could significantly improve health outcomes (Ulrich 1981, Ulrich 1984). In recent years, a consensus has been reached among scholars, designers and healthcare administrators, that nature plays an important role with regard to improving mental function, shortening hospital stays, contributing to faster recovery, reducing stress level, and facilitating mental and physical well-being.

Benefits of Nature: Studies Involving Children

Providing access to nature and/or nature view is especially important to child's well-being. Kellert (2002) found that contact with nature affects the physical and mental development of children in a positive way. Grahn et al (1997) and Fjortoft (2001) have shown that fewer sick absences were found among children attending schools located in natural settings and with access to outdoor spaces. Kuo and Taylor (2004) purported that ADHD symptoms appeared to reduce due to green outdoor settings. They also found that natural environments helped children with ADHD to concentrate better (Taylor & Kuo, 2009). Other studies have shown the positive relationship between green views and self-discipline (Taylor et al, 2001; Taylor et al, 2002).

Nature can also reduce the stress levels of children by providing them an opportunity for social interactions (Wells & Evans, 2003). A longitudinal study conducted by O' Brien & Murray (2007), found that natural environments positively improved the confidence, concentration and motivation of children.

Design Guidelines for Behavioral Health Facilities

In an extensive literature review, Shepley and Pasha (2013) found that the number of rigorous studies in behavioral health design is limited. They did, however summarize certain design strategies based on the findings of their review. Behavioral health facilities should:

- Be residential in style and familiar
- Incorporate nature, and visual and physical access to nature
- Provide outdoor and indoor spaces for various activities
- Maximize the use of daylight
- Mix seating options for social interaction
- Create well-lit interior spaces
- Use artwork so as to calm patients

Evans (2013) also developed key design principles for trauma-informed care approach, which include:

- **Safety:** Promote a sense of safety physically and psychologically through the environment
- **Trustworthiness and transparency:** Clear operations and environment; building a level of trust among staff and the clients
- **Collaboration and mutuality:** True partnering between clients and staff
- **Voce and choice:** Individualized approach serving the clients based on their needs.
- Elements that should not exist in the facility include:
 - "Do not" signs
 - Physical environments not conducive to healing
 - Behavior management approaches, including restraints, seclusion or chemical sedation

PROJECT DESCRIPTION



<http://familyguidanceandtherapy.com/wp-content/uploads/2013/06/child-play-therapy.jpg>



<http://uintaacademy.com/assets/img/blog/equineTherapy.jpg>



<http://internet-safety.yoursphere.com/wp-content/uploads/2015/07/camp-1.png>

The new Phoenix Center Campus will be located on an approximately 100 acres of land southwest of Marble Falls, Texas, and approximately five miles from the downtown area. The site is within walking-distance to the recently-built Baylor Scott & White Medical Center. There are two creeks running across the site and about one third of the land is within the 100-year flood plain.

There will be three main components of the project:

- **Phoenix Clinic** (approx. 15,000 SF) will provide spaces for counselling services, therapies and training
- **Equine Therapy Center** (approx. 4,700 SF, excl. covered arena and pens) will consist of a barn, two pens and an arena to support equine therapy
- **Phoenix camp** will accommodate various outdoor activities (e.g., hiking, yoga, zip line, high rope and low rope courses) with supporting facilities including a pavilion, a tree house, a volunteer cabin, a bathhouse and storage structures.

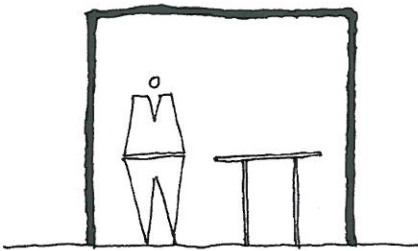
PRIORITY STATEMENTS

1. **Therapeutic environment:** To create calm, healing, restorative and supportive environment for traumatized children, family members and staff by making good use of nature or natural elements to a great extent
2. **Peer and industry recognition:** To develop a Flagship Childhood Trauma Treatment campus recognized by the Child Trauma Academy and Dr. Bruce Perry for best practices
3. **Budget compliance:** The construction expenses will come from a limited pool of donation funds. Therefore, it is extremely important to have the project stay within the budget
4. **Low-cost maintenance and operation:** To use green and sustainable approaches to keep maintenance and operation costs as low as possible
5. **Flexibility:** It is expected to have significant growth of demand in next 10 years. It is critical to consider future expansion for facilities and amenities
6. **Phases:** There are three components of the project, which will be divided into two phases. Phase one will be the Phoenix Clinic and the Equine Therapy Center; Phase two will be the Therapeutic Camp. Phase two will be constructed when the funding is available
7. **Aesthetics:** To create not only a destination for traumatized children and families to heal but also a local attraction for people to see and visit.

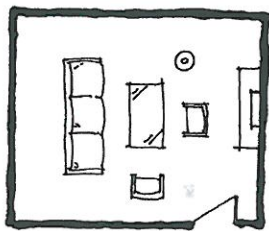
OVERALL OBJECTIVES AND CONCEPTS

Homeyness

Create an environment that feels like home



- Spaces at a residential scale



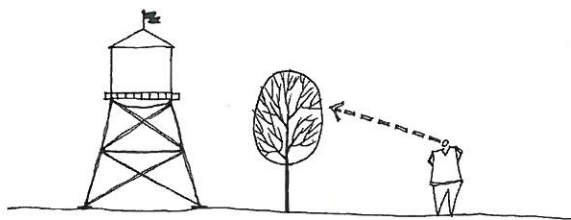
- Finishes and furniture similar to home



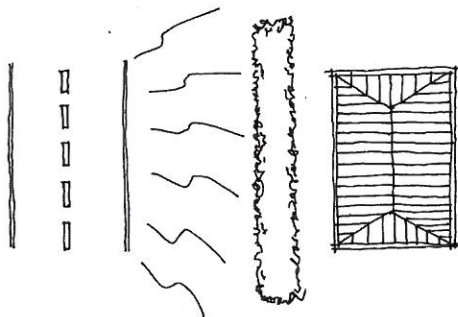
- Residential exterior and arrangements

Secludedness

Create secluded atmosphere that gives the feeling of being away from the city and daily life



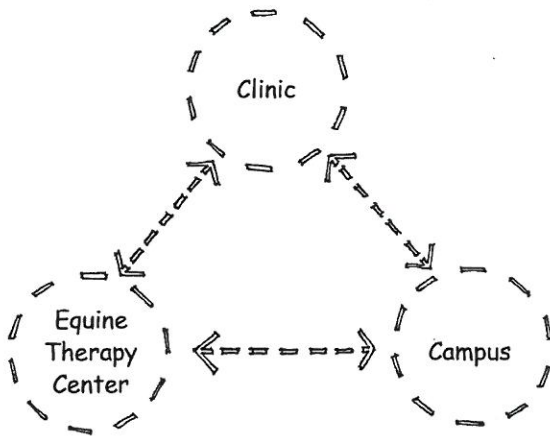
- Use vegetation to limit urban views (e.g. water tower & highway)



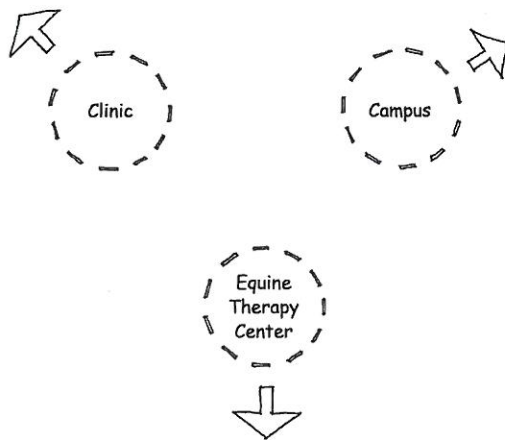
- Block or reduce the noise from the highway and future homes

Proximity

Plan the three components (clinic, equine therapy center and of the campus within close walking distance



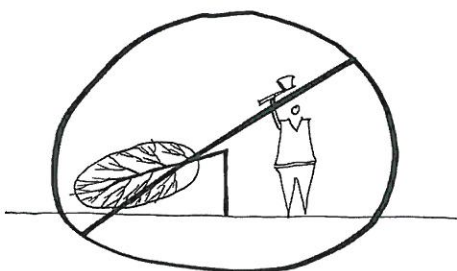
- Three components to be joined creatively by making use of the existing landscape, pathways and/or gardens



- Three components should be able to operate independently if needed

Nature

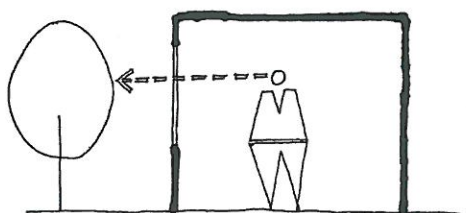
Preserve and make use of natural elements found on the site



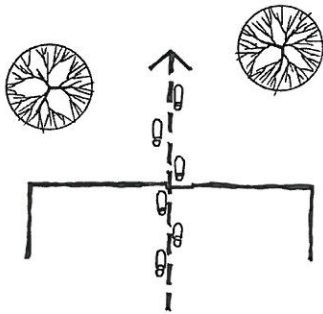
- Preserve and undisturbed natural elements on site where possible



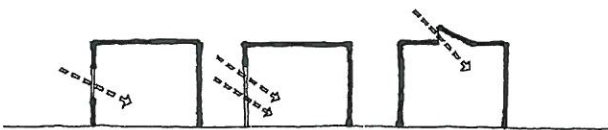
- Minimize impacts of design and construction on existing environment



- Create indoor visual connection to outdoors



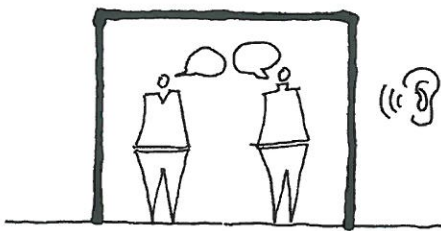
- Provide easy physical access to outdoors



- Maximize natural light to spaces

Privacy

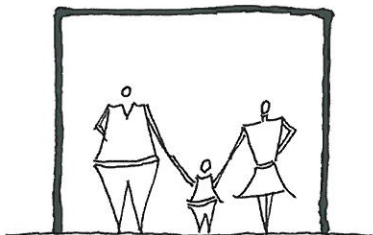
Protect patient and family privacy



- Use sound-proof or sound dampening materials indoors



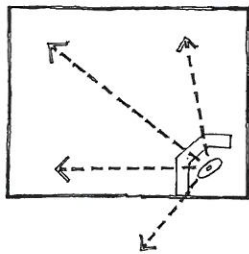
- Create indoor/outdoor one-to-one interaction space



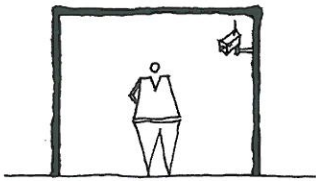
- Create private family spaces

Safety

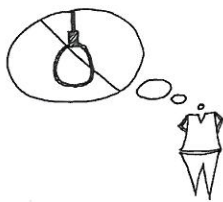
Protect patient safety



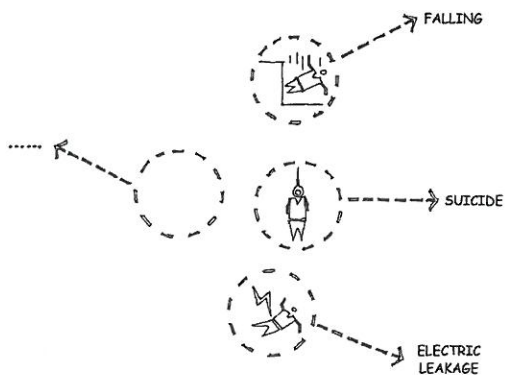
- Provide direct visual access to public areas



- Use safety surveillance cameras



- Avoid over-emphasizing anti-ligature features



- Use design approaches to creatively address safety problems

Healing

Create healing environment



- Provide environment that promotes physical and psychological well-being



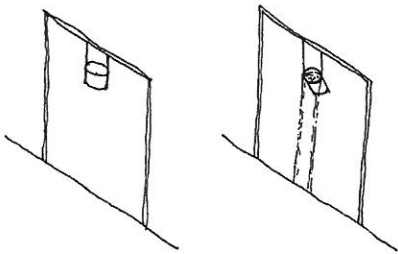
- Develop meditation areas for staff, patients and family members



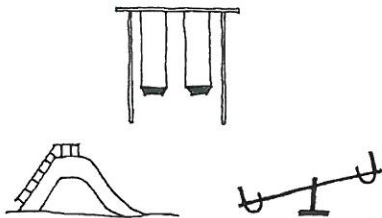
- Make use of natural views and elements

Playfulness

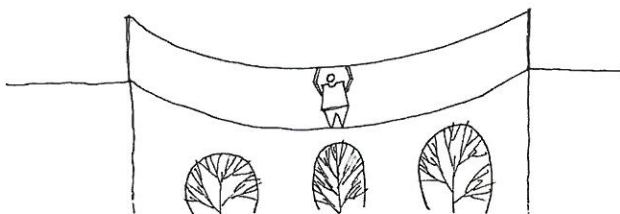
Create places where people enjoy play and stay



- Create innovative and imaginative indoor/outdoor places or play sets



- Create playful spaces for children and adults



- Provide experiential learning/healing opportunities

SPACE PROGRAM:

PHOENIX CLINIC

This Clinic will be the flagship project on the site, providing spaces for counselling services, therapies and professional training.

Considerations

- Provide a therapeutic, restorative and supportive environment for traumatized children, family members and therapists
- Create an environment that is appropriate to both 3- to 18-year-old children and adults
- Consider sustainability in materials and the organization of spaces and also future expansion
- Provide easy access to the facility from nearby streets

Room Requirements

Administrative offices

Director office

- Office desk and chair for the director
- Meeting and comfortable seating area for 3-4 people
- A sand tray table with storage shelf for miniatures
- Adequate cabinet area for storage

Office manager office & Development manager office

- Office desk and chair for the director
- A long table and work space for 3 volunteers
- Adequate storage

Staff Lounge

- Used as staff break room
- 1-2 tables and comfortable seating space
- Space for refrigerator and microwave
- A sink

Meditation room

- A quiet and private space for staff to rest and meditate
- Not open to the public
- Space for 3 yoga mats

Storage

- Supplies storage
- Can accommodate 5 full-size cabinets

Restroom

- Unisex

Therapy Spaces

Reception and waiting

- A mix of centralized and decentralized waiting spaces
- Separate waiting areas for teens and small children
- Homelike, cozy, child friendly and welcoming
- Should not look like a medical or dental clinic
- Use natural elements such as water and plants
- Designated spaces for kids play/art stations and reading areas
- Ample of natural light

Art therapy room I & II

- Room I can accommodate 12 children and 3 adults
- Room II can accommodate 4 children and 1 adult
- Most favorite room among the children and therefore attention should be given to character of the space
- Welcoming and child friendly
- Sink in each room
- Easy-to-clean flooring materials
- Ample natural light

Splatter room

- Attached to and can be accessed from the art

- room
- Easy-to-clean interior materials

Kiln area

- Kiln area needs to be nearby if located outdoors. If indoors then should be properly insulated
- Storage for materials

Multipurpose room

- Used for music therapy, family therapy and staff conference
- Circular form preferred
- Can accommodate musical performance area (e.g., for a drum set) and 12 chairs arranged in a circle

Multipurpose room Storage

- Attached to multipurpose room
- Space for a drum set, musical instrument and chairs

Teen/ Sand tray therapy room

- Used as teen therapy room of sand tray therapy room
- Includes art area, sand tray area and wood work area
- Adequate storage for miniatures, art materials and wood working tools

Play therapy room

- Used by small children
- Include sand tray area, art station and a playset
- Dress-up area
- Include a restroom (one toilet with no sink nor showering space)
- A sink in room but outside of the restroom

Yoga/conference room

- Multifunctional room used primarily for yoga for the children
- Used for professional trainings and conference

- Accommodate 30 yoga mats or seats for 100 people

Storage for yoga/conference room

- Attached to yoga/conference room
- Storage for tables, chairs and multimedia equipment

Warming kitchen

- A counter and a pass through to the yoga/conference room

Therapist office I

- Also used as family therapy room
- Include therapist work area (desk and chair), art area and sand tray area
- Comfortable seating and ample of natural light

Therapist office II

- Include therapist work area (desk and chair), art area and sand tray area
- Comfortable seating and ample of natural light

Volcano/sensory room

- A room with padded walls that allow patient to do anything to vent their anger, frustration or anxiety
- Or, a room with sensory calming device

Space List

	Occupants	Area per	Room size (SF)	# of Rooms	Total area (SF)
1. Administration offices					
Director office	4	50	200	1	200
Office manager office	4	45	180	1	180
Development manager office	4	45	180	1	180
Staff lounge	4	40	160	1	160
Meditation room	3	33	100	1	100
Storage	0	0	80	1	80
Restroom	1	1	50	1	50
Total DNSF					950
Dept. Net to Gross Factor					1.35
Total DGSF for Administration					1,282
2. Therapy Spaces					
Reception and waiting area	20	40	800	1	800
Art therapy room I	15	33	500	1	500
Art therapy room II	5	50	250	1	250
Splatter room	1	80	80	2	160
Storage for art supplies and	0	0	120	1	120
Kiln area	0	0	160	1	160
Multipurpose/music room	12	30	360	1	360
Multipurpose room storage	0	0	80	1	80
Teen/sand tray therapy room	2	130	260	2	520
Play therapy room	2	150	300	3	900
Yoga/conference room	100	12	1,200	1	1,200
Storage	0	0	120	1	120
Warming kitchen	4	50	200	1	200
Therapist office I/family	4	65	260	2	520
Therapist office II	2	100	200	3	600
Therapist/intern office	6	50	300	1	300
Volcano/sensory room	1	300	300	1	300
Kennel for canine assistance	2	75	150	1	150
Restroom	6	50	300	1	300
Janitor closet	1	40	40	1	40
Total DNSF for Therapy Spaces					7,580
Dept. Net to Gross Factor*					1.35
Total DGSF for Therapy spaces					10,233
Total Building DGSF					11,515
Floor Gross Factor					1.2
Floor Gross SF					13,818
Building Gross Factor					1.1
Total Building Gross Square					15,200

Parking

	# of parking	Area/vehicle (SF)	Total area (SF)
Paved parking	25	350	8,750
Handicapped parking	2	450	900
Unpaved parking	150	350	52,500
Total	177		62,150

SPACE PROGRAM: EQUINE THERAPY CENTER

The equine therapy center, which offers horse-assistive therapies, will be composed of a barn, a riding arena, two round pens and pastures to house and support horses.

Considerations

- To re-conceptualize the design of the equine facilities so that they support therapeutic, creative, interactive, and child-friendly interactions
- To incorporate sensory input such as light and color to create a calming environment
- To design equine facilities that are accessible and functional for both children and adults

Room Requirements

Barn

- Will accommodate 6-7 riding horses, and 3-6 horses non-riding horses
- Proximity to the Phoenix Clinic building, should be within a few minute-walk
- Orient building for better natural ventilation and cooling
- Fans and misters for cooling and air flow
- Lighting in the evening
- Water fountain for children
- Easy-to-open gates/doors but not for horses

Stall

- Connected to smaller paddock/pasture area
- Proximity to and easy access to large pasture
- Easy for child and adult to maneuver around
- Should not look/feel like a jail cell

Feed room

- Hay storage
- Storage for tools and shovels
- Easy access for trucks or tractors to load and

unload hay or other materials

Tack room

- Space to hold:
 1. 5-6 adult saddles and 6-7 child saddles (different sizes)
 2. Bridles
 3. Girths
 4. Grooming tools/brushes
 5. Halters/lead ropes
 6. Blankets for horses in winter
 7. Helmets

Tacking up/grooming room

- For tacking, washing and grooming
- Water hose for washing

Center director office

- Desk and chair for director
- Sofa for volunteers and visitors
- Sink, microwave and refrigerator

Locker/cubicle space

- Lockers for 12 campers
- Benches for campers to sit

Group seating area

- Can be indoors but can be outdoor shaded area as well
- For group gathering before and after sessions
- Benches, seats or hay bales arranged in a circle

Outdoors

Round pens

- Two 66' diameter round pens; spaces for an additional two in the future
- At least one should be covered but not interfere with natural feel
- The two pens should be far enough away from each other for different sessions to occur at the same time to protect patient privacy

- Lighting for the evening session

Arena

- Should be covered
- Attached to barn
- At least 100' x 200' to 150' x 200'
- Sand and rubber surface
- Speakers & wired for audio, preferably Bluetooth connection
- Seating area for parents; away from group processing area; can be on one side of the arena, incorporating naturally calming elements, water features and benches; parents can watch the activity but are separated from children
- Seating for training sessions
- Oriented for natural cooling and ventilation
- Lighting to accommodate evening session

Storage

- For tractor, truck, horse trailer, Gator and tools
- Can be located between camp and equine therapy center so that it serves both facilities

Pasture

- One acre per horse
- Include a minimum of 2 larger fenced in pasture areas to prevent over grazing
- Need smaller paddock area/pasture space in between large pasture and barn
- Covering or shelter in larger pasture
- Hay and water in pasture

Space List

	Occupants	Area per	Room size	# of Rooms	Total area
1. Barn					
Stall	1	150	150	10	1,500
Feed room	0	0	200	1	200
Tack room	0	0	290	1	290
Tacking up/grooming area	1	150	150	2	300
Storage	0	0	100	1	100
Center director office	4	50	200	1	200
Lockers / cubicle space for camp	12	7	90	1	90
Group seating area	12	20	240	1	240
Restrooms	2	50	100	1	100
Total NSF					3,020
Net to Gross Factor					1.5
Total GSF					4,530

	Area size (SF)	# of space	Total area (SF)
2. Outdoors			
Round pen	3,420	2	6840
Riding arena	20,000	1	20,000
Covered storage	1,000	1	1,000
Pasture	1 acre	10	10 acres

SPACE PROGRAM:

PHOENIX CAMP

The Phoenix Camp will offer a series of therapeutic activities such as gardening, yoga, high- and low-rope, zip line and hiking for traumatized children. The camp facilities include a pavilion, a volunteers' cabin, a camper's treehouse/cabin, a bathhouse and storage sheds, etc.

Considerations

- Emphasizes the naturalistic aspects of the site and creatively integrate the built elements into the site
- All the facilities should be handicapped accessible
- Consider shading for all outdoor activities

Room Requirements

Pavilion & amenities

- Used for camp activities and periodic fund raising events
- Appropriate to support wedding rentals
- Located between the camp and the clinic
- Covered and semi-enclosed so that it can be used in high wind and cold weather conditions
- Accommodate approximately 300 people sitting at 6'-diameter banquet round tables
- Hand washing sink in pavilion
- Wired/Bluetooth speakers
- Speaking area

Cabin

Camp director office

- Director's desk and chair
- A long table and chairs for volunteers to get ready for the camp

Bedroom I

- For 4 volunteers
- Two bunk beds

Bed room II

- For 3 volunteers
- One bunk bed and one full-size bed

Living room

- Comfortable seating and tables

Treehouse/cabin

- For 12 campers and 3 volunteers to stay overnight
- 6 bunker beds and three beds for volunteers
- Good natural ventilation; no air conditioner
- Handicapped accessible

Bathhouse

- Located at an easily accessible area at the camp
- Three individual shower rooms; at least one handicapped accessible
- Shower rooms connected by a porch
- Handicapped accessible male and female restrooms

Storage shed

- One tool shed for food forest
- Covered casual waiting/social area in front of the sheds that store activity equipment (e.g., zip line, high rope and low rope)

Space List

Buildings/structure

	Occupants	Area per occupant	Room size (SF)	# of Rooms	Total area (SF)
1. Pavilion & amenities					
Pavilion	300	13	4,000	1	4,000
Commercial kitchen	6	83	500	1	500
Storage	0	0	200	1	200
Restrooms	8	50	400	1	400
Total NSF					5,100
Net to Gross Factor					1.2
Total GSF for Pavilion					6,120

2. Cabin

Camp director office	4	50	200	1	200
Storage for camp supplies	0	0	120	1	120
Storage for camp food	0	0	120	1	120
Bedroom I	4	45	180	1	180
Bedroom II	3	60	180	1	180
Living room	7	43	300	1	300
Kitchen	7	30	200	1	200
Bathroom	1	60	60	2	120
Total NSF for cabin					1,420
Net to Gross Factor					1.4
Total GSF for Therapy spaces					1,988

3. Tree house/campers' lodge

Sleeping area	15	40	600	1	600
Total NSF for treehouse					600
Net to Gross Factor					1.1
Total DGSF for Therapy spaces					660

4. Bathhouse

Individual shower room I	1	30	30	3	90
Restroom	8	50	400	1	400
Total NSF					490
Net to Gross Factor					1.4
Total GSF					686

5. Storage shed

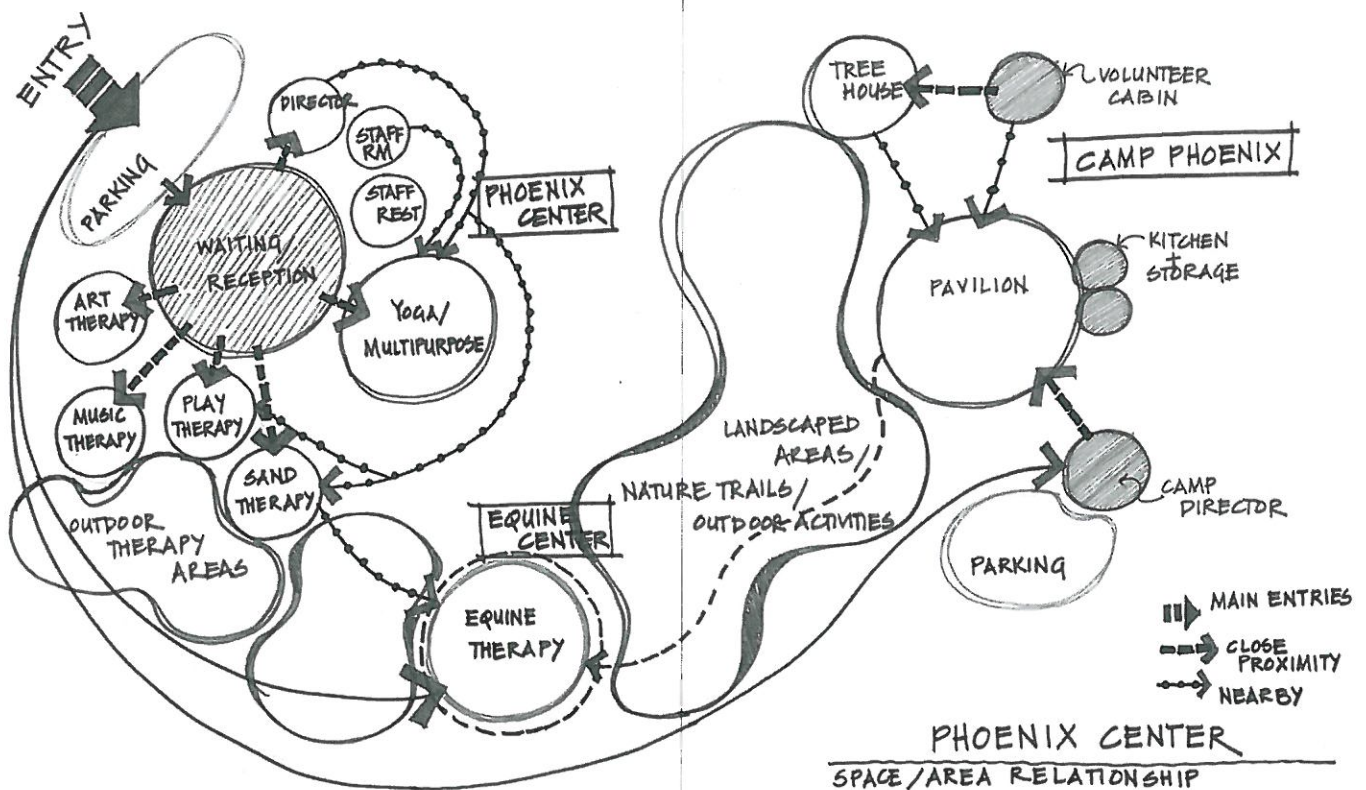
Shed	0	0	120	4	480
Total NSF					480
Net to Gross Factor					1.1
Total GSF					528

Site program

	Size	# Space
Food forest	30' x 60'	1
Creative play area/playground		1
Water activity area		1
High rope		1
Zipline		1
Low rope		1
Campfire/fire pit cookout area		1
Outdoor calming area		Multiple

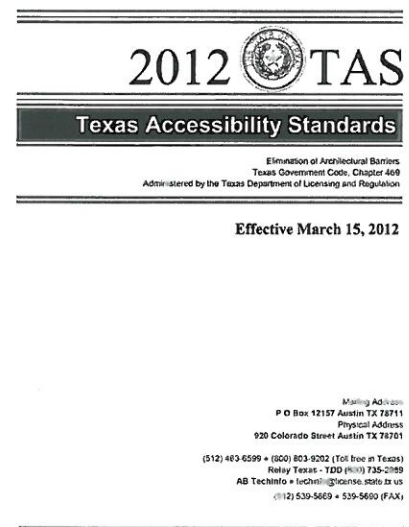
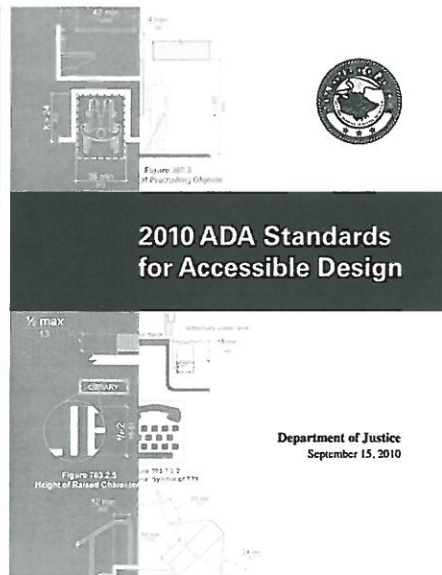
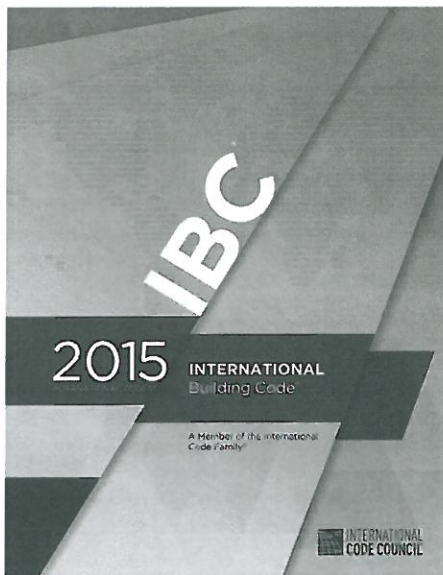
RELATIONSHIP DIAGRAM

The following diagram illustrates the major spatial relationships between the Phoenix Clinic and the Equine Therapy Center, and the connections between the spaces among the two components.



CODES/ORDINANCES/ REGULATIONS

This project should comply with the 2015 International Building Code, the 2010 ADA Standards for Accessible Design and the 2012 TAS Texas Accessibility Standards.



SITE SELECTION CRITERIA

A proposed site should take into consideration that the future home of The Phoenix Center will need to maintain the daily activities of the mental health clinic, parenting groups, and after school programs and also have the capacity to simultaneously host Camp Phoenix and its multitude of activities. Therefore, the following criteria should be heavily influential during the site selection process and the succeeding design development process.

Considerations

Proximity to town and services

The site should be located within a reasonable driving distance from Marble Falls proper. Many of the clients seeking services are low-income and require ease of access and options for use of public transportation or other available alternative modes of transportation.

Pros:

- Ease of access to those with limited transportation options
- Medical facilities nearby (health clinics, hospital/ER, etc.)
- Central location should encourage a greater outreach capability
- Close to stores and vendors that supply goods and services
- City services offered: Water, sewer, fire hydrants, roads, etc.
- Planned flood control

Cons:

- Requires more trees and natural barriers for a "camp setting" and to create a secluded atmosphere
- Land premiums are higher
- City taxes
- Possible noise and light pollution
- Stricter regulations and codes

Accessibility

- Site access will require well maintained roadways, adequate drainage, and safe and well-lit areas. Zoning and future development in the immediate surrounding areas should be taken into consideration when selecting the site. Areas planned for low-impact development and low-density residential development would be best suitable for helping to maintain an appropriate site that will host Camp Phoenix. An entrance to the site should be visible and welcoming. The site itself should be large enough to allow for the facilities to be situated so that The Phoenix Center is visible to the public yet able to provide a more secluded setting for Camp Phoenix. Noise from traffic and surrounding land uses should be monitored and noted to help select the best site for minimal disruption from surrounding activities.

Topography

- Topography will play a crucial role in the site selection process not only for Camp Phoenix and its need for natural elements but for The Phoenix Center's main facility as well. A site will need to be located in an area mostly free of floodplain, and have appropriate means of access and egress for emergency vehicles. Camp Phoenix will benefit from a wide variety of topographical elements such as low ridges, gullies, hills, plains and other natural features that facilitate in the implementation of outdoor activities such as zip lines, hiking, 'canyon crawl', natural-setting meeting areas, etc. A variety of elevations for Camp Phoenix coupled with an area of flat land conducive to the building of a sound structure for The Phoenix Center would prove best suitable for a site that is to contain all the elements and activities offered at The Phoenix Center and Camp Phoenix combined.

Water

- A water feature on-site should be high on the list of criteria in the site selection. Slow-moving running water will provide soothing sounds and a safe place for clients / campers to access this natural feature. Summer in Texas is hot and a water feature is required to provide a cool down option that allows clients and campers to interact with nature. A natural water feature provides a high amenity value as it helps to create pleasant feelings. A water feature will also increase the recreational attributes of the site. Other water features to consider would be a small waterfall or pond. A natural pond is not necessary as this can be added to the site at a later date. A pond, whether natural or manmade would provide an opportunity for creating a relaxing area as well as an area for activity such as canoeing, catch-and-release fishing, nature release (such as stocking the pond with fish and frogs) or even activities such as floating craft boats and a pond seek-and-find game for younger clients.

Vegetation

- A variety of native vegetation on the site would be ideal. A site that has both heavily treed areas and open spaces is necessary to provide shade for activities and at the same time provide open areas that are suitable as building sites for structures and/or activities such as organized sports and recreation. Small clusters of shade trees will be beneficial as well. A variety of vegetation on the site would improve biodiversity and increase ecological awareness in those that visit and utilize the site. Fruit bearing shrubs and trees could also provide enhanced interaction with nature and a better understanding of food sources and greater respect for nature and the environment. Fruit bearing bushes and trees found naturally on the site would be best but can be planted and incorporated into the

landscape if need be. Another consideration – vegetation that will help to prevent erosion on the site.

Specific facilities

- As stated above, the site should be large enough to meet the needs of both the main facility for The Phoenix Center and provide the seclusion and natural setting for Camp Phoenix. The site will also need to take into consideration the addition of an Equine Center. The site should allow easy vehicular access to all facilities yet have topography and vegetation that allows for all facilities and activities to be within walking distance from one another.

Phoenix Center Project Site Requirements

Throughout the Entire Site

Shade and Resting Areas. Shade will be an essential factor for the site criteria. It will be best if shade can be provided by natural sources such as trees. However, in more open areas, shade structures will need to be installed with their size determined by their location and proximity to various activities. Several areas with seating (large rocks, benches, picnic tables, etc.) should also be strategically placed along walking trails and areas of other activity.

Phoenix Clinic

This facility should be located close to the campus entrance and easily accessible. It will be close to the equine therapy center and within walking distance to the camp facilities.

Equine Therapy Center

The equine center will house the equine therapy program and should be easily accessible and in close proximity to both the Phoenix Center and Camp Phoenix.

The equestrian facilities will require 15 to 20 acres to house the barn, pastures, paddocks and round pens. The Phoenix Center is planning to have an equestrian therapy program with 10-14 horses. The spaces required for the number of horses and activities desired described above and also include equestrian trails. These trails should accommodate approximately 3 miles of riding within an 80-acre tract. Various grade, terrain and vegetation with ample flat trail area will be beneficial for the different activities desired with the equestrian programming.

Camp Phoenix

Playground Area “Creative Play Area”: The gross motor play zone area is recommended to be 100 sf. per child. (Ruth, 2008). If, on average, there are 25 children utilizing the playground area, a total of 2500 sf. of gross motor play zone should be available along with at least 6’ of buffer zone between the play area and any outside zones adding approximately 1200 sf. more to the play area (Ruth, 2008). A total area of about 4000 sf. should be sufficient space for an active and safe playground area. The playground would be best if it was in close proximity to the Phoenix Center with access from Camp Phoenix nearby.

Garden “Food Forest” Area: The garden area is a place where clients and campers can spend time outdoors in a safe and more confined area. The purpose of this area will vary from providing clients of the Phoenix Center with a place be outdoors while learning about nutrition and sustainable food sources to a waypoint along a trail for Phoenix Center client or campers to access animal friendly foods on the way to the equine center. It would be beneficial for this area to be nearby to both the Phoenix Center and Camp Phoenix. The size of this area will depend on the amount of food to be produced. A space

of at least 500 sf (1,800 sf in this program) should be designated and consideration of keeping the garden accessible is important.

Water Activities Area: Preferably, a natural water source for water-themed activities would be ideal. A natural spring fed creek would keep fresh, moving water available to campers. The water should be accessible at different locations for different activities (near the spring for a serene gathering place, along the banks for exploration and nature activities, a small pool or ponding area for cooling down activities and water play). If a natural water source is unavailable a manmade water feature created with natural elements will need to be constructed.

Pavilion/Dining Facilities: The pavilion will provide a focal point on the site. This will be an area with a multitude of uses ranging from small yoga classes to serving meals during camps to fundraising events that will need to host up to 300 attendees for fund raising events. A footprint of 4000 sf. should suffice yet an area more near 70’ x 90’ will provide 4800 sf. of usable space - 1500 sf. for restrooms, commercial kitchen, stage and/or fireplace (Matthews Determining Room Capacity 2010). This will also leave plenty of space for banquet tables and standing area. The pavilion will be utilized year-round so mechanisms that allow for open-air use as well as an option for enclosing the space should be explored. The possibility of the use of partitions should also be considered.

Cabin: The main cabin will mostly serve the purpose of housing volunteers and camp advisors. This space will need to include an office area, living area, small kitchen, bathrooms, and storage for dry good and other camp supplies. Refrigerator space for camp advisors will be necessary. A feasible gross square footage would be approximately 2000 sf.

Treehouse: The Treehouse will need to comfortably sleep 15 (12 campers and 3 camp advisors). For sleeping purposes, 70 sf. should be available for the first camper and an additional 50 sf. for each additional camper/camp advisor. 30 sf. per double deck bunk bed would require 240 sf. of sleeping space.

Bathhouse: A system of pods, each housing a toilet, sink and shower stall will prove most beneficial for use at camp. Camp program guidelines only allow 1 camper in a shower area at a time so a single block with multiple shower stalls will not be utilized. The same guidelines apply to restroom use therefore combining the 2 uses into pods and having fully-segregated stalls will not only improve safety for campers, it will cut down on time wasted for other campers waiting to use these facilities. One extra block could contain bathroom units only, each having a designated single and separate access point.

Tent Camping Area: A tent area is not utilized at this time but the space required for such area should be planned for as this could be added to the camp programming in the future. Approximately 2 acres should be sufficient for the amount of tent camping and parking or storage space required. Each camp area could contain 5 campsites with a 15'x15' tent pad and a 15'x15' open area totally 450 sf. per campsite and 2250 sf. per camp area. The campsites would take up just over half of an acre of the 2 acre area. (Campetent, 2016)

Low Ropes Courses: The ropes courses will need either natural elements such as trees or a build environment consisting of poles and anchors. Shaded area will need to be provided for the participants and observers. These areas will require a minimum of 1600 sf. This area will be

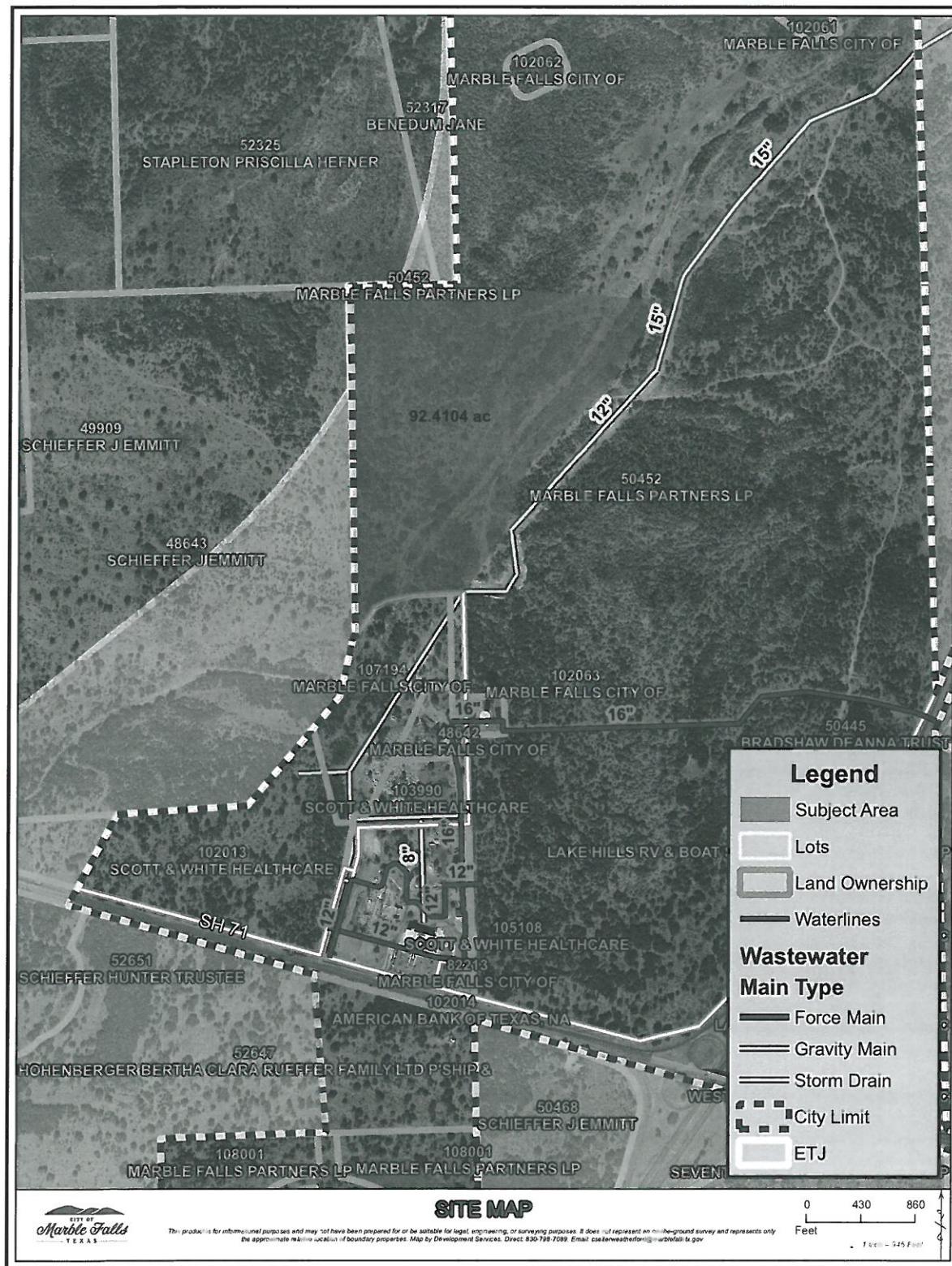
used for trust-building exercises along with other activities and should be free from distracting noises from other activity areas so that following instruction, concentration and focus will not be disturbed.

Zip-line Courses: Zip-lines provide campers with the 'Challenge by Choice' option used in the Camp Phoenix program. Natural element in the terrain that allow for a zip-line course to be installed is ideal but not required.

Trails: In addition to the equine-specific trails, intertwining or looping pedestrian trails should be included. These trails can offer access to nearby facilities while incorporating nature and calming areas.

Storage Sheds: Storage is high on the list of necessities at the Phoenix Center and Camp Phoenix alike. Sheds that are located in close proximity to both areas are needed. A total of 4 sheds at 120 sf. should be placed where gardening tools and other equipment are easily accessible. Fire Pit/Cookout Area. One fire pit and cooking area should be included for campers at Camp Phoenix. This should be in close proximity to the Treehouse. And area surround the fire pit and cookout area should be about 1000 sf. This area could double as a ceremony area and my need to provide space for 50 to 75 people (campers, family members and camp advisors/volunteers).

Map of Flatrock Crossing Site



INITIAL SITE EVALUATIONS

This program guide includes the site selection criteria and site requirements detailed above with the intent to guide the site selection and/or site design concepts for the property that will eventually become the home of the Phoenix Center and Camp Phoenix. Initial discussions and investigations have identified two sites in Burnet County, both of which would be suitable for camp and therapy center development.

Flatrock Crossing Site: This site, located approximately five miles south of the current Phoenix Center in Marble Falls, this site is located near the intersection of Highways 71 and 281 and directly adjacent to the Baylor Scott & White Hospital. The site encompasses ± and directly adjacent two streams of Flatrock Creek that run through the site. Upland savannah type vegetation, bottomland pecan groves, the presence of Flatrock Creek, topographic variation and easy site access from an improved road make this a suitable and desirable location for the Phoenix Center development. While detailed site analysis and investigations during the project process will be undertaken to identify site opportunities and constraints, the greatest challenge to this site will be emergency and service access across the extensive floodplain areas surrounding Flatrock Creek to various camp facilities.

Crider Road Site: This site is located approximately 9.5 miles northwest of the current Phoenix Center in Marble Falls. Further from City utilities and highway access, this site offers greater seclusion and a larger site of ±218 acres. This site includes topographic variety and upland areas that offer panoramic views of the surrounding region. The site also includes numerous rock formations, a cave, a spring-fed stream, ponds, and both open pasture land and woodlots. Further analysis and investigations will be undertaken during the project process, but the greatest challenge to the Crider Road site will be its more remote location that is removed from Marble Falls and further from both the clients and volunteers associated with the Phoenix Center.

COST ESTIMATE

This section will provide a rough construction cost estimate for main structures of the project. The numbers below have taken account of costs for equipment, contingency, escalation, architect's fee, and off-site improvement. Costs for land purchase and site development are not included. The total cost for main structures is approximately \$5.3 Million.

Overall Costs

Structures	Costs (\$)
Phoenix Clinic	3,503,264
Equine Therapy Center (barn only)	360,696
Pavilion	871,824
Cabin	311,546
Treehouse	100,351
Bathhouse	150,598
Sheds (4 in total)	16,000
Total	5,314,279

Cost breakdown-I

Items	Clinic (\$)	Equine Center (barn only) (\$)	Pavilion (\$)
Building cost	2,061,120	201,132	494,272
Site (assume 20%)	-	-	-
Built-in equipment	206,112	20,113	49,427
Contingency (20%)	412,224	40,226	98,854
Construction cost today	2,679,456	261,471	642,553
Escalation	195,600	19,087	46,906
Total Construction cost	2,875,056	280,558	689,459
Fees	330,632	42,084	103,419
Off-site improvements	10,000	10,000	10,000
Owner equipment (5%)	143,788	14,027	34,473
Project contingency (5%)	143,788	14,027	34,473
Total Project cost	3,503,264	360,696	871,824
Cost/SF	230	80	155

Cost breakdown-II

Items	Volunteers' cabin (\$)	Treehouse (\$)	Bathhouse (\$)
Building cost	148,702	49,368	85,064
Site (assume 20%)	-	-	-
Built-in equipment	14,870	4,937	8,506
Contingency (20%)	29,740	9,974	17,012
Construction cost today	193,312	64,279	110,582
Escalation	38,662	4,692	8,072
Total Construction cost	231,974	68,971	118,654
Fees	34,796	10,346	17,798
Off-site improvements	10,000	20,000	10,000
Owner equipment (5%)	17,388	517	2,373
Project contingency (5%)	17,388	517	2,373
Total Project cost	311,546	100,351	150,598
Cost/SF	157	152	220

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NEW PLANNING & ZONING COMMISSIONERS SECOND EDUCATION WORKSHOP

1. Questions and answers regarding any information already presented
2. History of planning & zoning in Horseshoe Bay
 - A. Prior to City incorporation, all planning and zoning in Horseshoe Bay was done by Wayne and Norman Hurd as the Declarant based on their adopted Covenants, Conditions and Restrictions (CC&Rs). The primary purpose of planning and zoning is to protect health, safety and welfare, and to protect property values. Zoning depends on planning and planning depends on zoning. Neither can exist without the other. Planning and zoning are normally proactive activities, but Horseshoe Bay is not like most cities. Because our Zoning ordinance is based on the CC&Rs of each of the City's subdivisions, there is not one set of zoning regulations that apply to all property in the City. Additionally, because the Declarant has been the primary developer of each subdivision, they have pre-determined what the properties in their subdivision should be zoned, indicating that on the plats for the properties, even though there was no zoning in the County at the time. This means that planning and zoning in Horseshoe Bay is mostly reactive rather than proactive. As a result, Development Services doesn't do a lot of planning studies or reports, other than monthly reports on building permits, ATS plan reviews and ATS inspections. Because of the way Horseshoe Bay has developed, planning in Horseshoe Bay is the process whereby impacts of development activity are analyzed and recommendations for P&Z and City Council actions are provided. Zoning is the process used to help maintain property values by keeping incompatible uses apart and keeping like uses together through a hierarchy of development density and intensity, usually from higher intensity (commercial) along major thoroughfares, with buffers of medium intensity and density (condominium multi-family) to lowest intensity and density (single family residential) along local streets.
 - B. After the City was incorporated in 2005, City Council adopted a Zoning Ordinance in 2006, that included creation of a P&Z, but it was not actually appointed by Council until after the Home Rule Charter was approved by a vote of the citizens in 2009. As the first Development Services Director, I was responsible for all planning and zoning activities for the City, which until recently included Variance application recommendations for the City Council acting as the Board of Adjustment (BOA), (there is a separate BOA now that has final decision-making authority over Variances), replat recommendations to Council (Minor Replats that reduce the number of lots are approved administratively now), reviews and recommendations of Planned Developments (PDs) including Horseshoe Bay Blvd. Corridor PD (now Zone 14) and Mike Walsh's Horseshoe Bay Center PD, annexation service plans and Census Bureau map amendments for newly annexed areas, and recommendations to Council regarding new subdivision plats like that for 51 new lots in Skywater Over Horseshoe Bay (now Summit Rock).
 - C. The first P&Z members and all subsequent new members were given the same documents to become familiar with as you have been but over a longer period of time. Prior P&Z Commissions have reviewed and made recommendations to Council regarding everything from adding definitions for convenience store and bar or nightclub to the Zoning Ordinance to adding a new Section for landscaping and development standards for manufactured homes to be placed on lots in the M-1 Mobile Home classification in Zone 4-B Horseshoe Bay South, and from controversial rezonings for Gynergy Villas condos on Golden Nugget across from Westgate subdivision to Zone 18 The Parks at Horseshoe Bay near the intersection of Hwy. 71 and FM 2147.
 - D. The foundation for planning and zoning in any community is the comprehensive plan. The comprehensive plan can be thought of as a roadmap which captures in pictures and words what a community wishes for itself. Although the plan will talk about land use and develop a future land use map to guide development, it does not regulate land use. This is the role of the Zoning Ordinance and the Zoning Map which have a basis in the Future Land Use Map (FLUM). In short, the

Comprehensive Plan provides the public policy basis for drawing and applying the Zoning Districts which in turn control what happens on the land.

The City Council in 2015 authorized the creation of a Long Range Planning Committee (LRPC) to prepare an update to the 2005 Comprehensive (Development) Plan with an outside planning consultant and technical assistance from City Manager Stan Farmer and myself. The Committee conducted a Strengths Weaknesses Opportunities Threats (SWOT) analysis and used the prioritized list of strengths and weaknesses as the basis for determining categories of sections for the Plan. The Committee also conducted a series of one-on-one interviews with public, private and other stakeholders for input as well as putting an extensive survey online to solicit input from the public which was well responded to by almost 1,400 citizens. Using the interviews and survey results, a series of goals were developed to address the challenges identified. These goals were the basis for two open house meetings, where over 150 citizens had the opportunity to review the draft goals, identify any missing goals, and prioritize them. The City Council Comprehensive Plan Committee comprised of Mayor Steve Jordan, Councilmember Jerry Gray and Councilmember Cynthia Clinesmith, along with City Manager Stan Farmer and myself reviewed the LRPC's report and prepared the Comprehensive Long Range Plan Update along with the Implementation Guide which together serve as the City's Comprehensive Long Range Plan Update. The Update which will be the Council's guide for development over the next 3 to 5 years was approved by Council on October 18, 2016 and is also on the City's website.

3. Additional Development Services Information

- A. The Department also provides technical advice and support to the City Council, P&Z, the Board of Adjustment for Variances, and Municipal Court, as well as adhoc Committees such as the Long Range Planning Advisory Committee. Much of the Department's time is spent dealing with the public on a daily basis, including property owners, developers, and building contractors, the Horseshoe Bay Resort and with the Architectural Control Committees for all of the City's subdivisions, including The Hills, Quail Ridge and Golfview Estates which were recently annexed and for which Zone 17 The Hills was created.
- B. Development Services has been involved in the Scenic Cities program which is a statewide program that provides recognition to cities for their ordinance requirements for such things as trees and landscaping along major roadways, city streets, street medians and in parking lots, prohibition of new off-premise signage like billboards and the permitting process for size, placement, and quantity requirements for on-premise signage. Cities are ranked based on their scoring by Scenic Cities on many categories, including protection of native trees and landscaping during construction, extent of parks, trails and open spaces, lighting standards, parking lot landscaping, unity of development design standards, litter and graffiti regulations, utility and cable line standards and dumpster screening, with bonus points for features or programs that contribute to the scenic appeal of the community. The City has had its certification upgraded from Recognized to Bronze to Gold – the latter a 2 step up in the ranking good for the next 5 years.
- C. Development Services is utilizing the city's geographic information system (GIS) for mapping and other planning activities, including the initial land use survey used by P&Z members for their land use field checks in their assigned Zones.

4. The Zoning Ordinance and its relationship to every POA's CC&Rs

- A. A Zoning Ordinance consists of two parts - a map or series of maps showing how the community is divided into different land use districts or zones and the Zoning Ordinance text of the regulations. The zoning districts in Horseshoe Bay include single family, duplex and mf residential, commercial, governmental, utility & institutional and recreational. Zoning text serves two principal functions. First, it explains the zoning rules that apply in each zoning district. These rules typically establish a list of land uses permitted in each district plus a series of specific standards governing building size, building height, and required yard and setback provisions. Second, the text sets forth a series of procedures for administering and applying the Zoning Ordinance. For ease of reference, the text is

divided according to “sections” and “articles”. A Zoning Ordinance controls what types of development can take place and where, and the regulations are tied directly to the CC&Rs of each of the City’s subdivisions, each of which has its own separate Zone and regulations.

- B. The Zoning Ordinance was developed to be in accordance with all of the POAs’ CC&Rs to ensure that the character of development that occurred in the city was in compliance with the covenants that run with the land. The building permit process that Development Services uses has two steps with the first step being review and approval by the POA’s ACC and then review and approval by Development Services staff and the City’s plan review and inspection service – ATS Engineers in Austin. The ACC reviews site plans for conformance with setback, height, parking and other requirements of the CC&Rs and Development Services confirms that conformance by its review of those same items to be in conformance with the City’s Zoning Ordinance which has the same requirements as the CC&Rs.
- C. The Zoning Ordinance includes applications for rezonings, text amendments, Planned Developments (PDs), Variances, and Conditional Use Permits (CUPs) and has requirements for minimum building sizes which are different for residences on or near the lake and golf courses than elsewhere, and include setback, height and parking requirements. One type of Zoning Ordinance amendment is a rezoning and is an approval of a change in land use by City Council after P&Z review and recommendation. Changes in the zoning classification from say residential to commercial allows a different type of use to be made of a property. A Zoning Ordinance text amendment changes, adds, or eliminates regulatory information in a specific Section of the Zoning Ordinance, such as the revisions to the PD regulations recently approved by Council after P&Z’s review and recommendation. The text amendment process is the same as the rezoning process, except that no mailings of public notices are required, because a text amendment does not apply to a particular piece of property.
- D. A PD is a special type of rezoning request that allows flexibility for developers to do a mix of land uses in one project, and also allows the City to ensure that the project is cohesive and has landscaping and other items to protect surrounding land uses. Like all rezoning requests, PDs require a public hearing before both the P&Z and the City Council. The PD Ordinance includes a Concept Plan that shows the details of the project and how it will be developed, including the phasing of development. City Department Heads review the project in relation to the Ordinances that they are responsible for, and after their review, they meet with representatives of the developer to exchange information and let them know what changes may need to be made before the staff will endorse the application.
- E. A Variance is a request to allow a requirement say for a rear yard setback to be less than what is required by the Zoning Ordinance for a particular piece of property. A CUP allows a use on a property that is not zoned for that use, but requires that specific conditions, including the possibility of a time limit, be met to ensure that the use does not adversely impact surrounding properties. Like a replat, a Variance and a CUP only require a public hearing and City Council approval along with the two sets of two newspaper and mailed notices. The CUP section of the Zoning Ordinance provides a list of possible conditions that the Council can consider when reviewing a CUP application. Mike Walsh recently applied for and received approval of a CUP to allow Bayside Market to offer wine and beer tastings in glasses instead of tiny paper cups, as is required by the TABC. The current P&Z will be asked to hold a public hearing and make a recommendation on a number of CUP uses the previous P&Z approved to be added to the C-2 Commercial Zoning classification in most Zones.

5. The Planning and Zoning Commission processes

- A. P&Z is responsible for reviewing and making recommendations to City Council for Zoning Ordinance text amendments, rezonings, zoning designations for newly annexed areas, subdivision plats and amendments to the Comprehensive Plan. Regular meetings are usually scheduled two weeks prior to City Council meetings and are held in the Council Chambers. P&Z has participated in joint meetings with the City Council, including in 2016 for the Comprehensive Plan Update. P&Z

also serves as a buffer for the Council on controversial requests by being the first sounding board for public comments. David Aldridge and I serve as staff to P&Z and provide and present reviews and recommendations on P&Z applications and prepare the meeting minutes.

- B. The P&Z's role in the development review process is to conduct the public hearing and consider the public's input and to review the application information and recommendation provided by staff and to make a recommendation to City Council either for approval, approval with changes, or denial. The City Council then holds another public hearing after the same public notices are provided for the City Council meeting, reviews the application and makes a decision to approve, approve with changes or deny the application. All P&Z public hearings require both 30+ days and 16-29 days' notice in both the Horseshoe Bay Beacon and the Highlander, as well as both notices mailed to all property owners within 500 feet of the entire boundary of the project's property. It should be kept in mind that if the subdivision's ACC does not approve any of the development applications, they will not be able to be considered by P&Z and City Council. While rezoning and text amendment applications are usually one-time hearings and actions by P&Z, subdivision plats can take more than one meeting to review the preliminary and the final plat, if it is a major subdivision. P&Z is also responsible for making recommendations regarding zoning designations for newly annexed areas, as they come into the City with an automatic A-1 Recreational classification, which means most types of projects will require rezoning before they can be developed. P&Z is also responsible for making a recommendation regarding any Update or revision to the Comprehensive Plan, as well as the Existing Land Use Map and the Future Land Use Map (FLUM). The Existing Land Use Map has been reviewed and recommended to Council, who adopted it in November. The FLUM is being revised based on comments from P&Z when it was formally presented by staff. Development Services staff prepared the draft FLUM under the direction of former Assistant Planner Nathalie Kip, who also prepared the Existing Land Use Map. The FLUM will be brought back to P&Z for a public hearing and recommendation to Council in early 2018.

6. The City's development review process

- A. The City Development Policy is the guide for developers regarding the City's development review process, policies and regulations. Depending on the size and complexity of a project, it may require going through one or more of the development policy's steps before permits will be issued.
- B. For most commercial and multi-family projects, the first step is for the developer to meet with Development Services staff to discuss their proposed project and determine what development approvals will be needed. If a subdivision plat, replat rezoning or Variance is not required, then staff will direct the developer to prepare a site plan to show the details of the project and how it meets all City Codes and has availability of utilities. The next step would be for the developer to have architect-prepared plans drawn with the foundation designed by a licensed engineer, and with a ResCheck (Residential Energy Check) or a Comcheck (Commercial Energy Check), each done to meet the requirements of the 2015 International Energy Conservation Code (IECC). Once the plans are approved by the appropriate ACC, they are submitted to the City where Development Services staff reviews them for zoning and other Code compliance and they are sent to ATS in Austin for building code plan review under the 2012 International Building Codes, the 2011 International Fire Code, the 2011 National Electric Code and the 2015 IECC. During the time that ATS reviews the plans (usually 5-7 days) Development Services staff coordinates with Community Services staff regarding the sizing of the lines for the project as well as the line locations and also coordinates with 911 Burnet County Addressing for an address, so those reviews are all done at the same time. Once approved by ATS, Development Services staff calls the applicant to let them know the plans are approved and they can pick up and pay for the permit. The approved ATS plan review includes a list of all required inspections, which are scheduled by the contractor through our office to ATS and are usually done the next business day.

- C. If a proposed development project requires rezoning, a subdivision plat or replat, or a Variance, the developer is provided with the appropriate application and checklist, as well as the deadline dates for publication and mailing of notices.
- D. The deadline for submission of complete applications for any required application is the Wednesday two weeks before the P&Z, BOA or City Council meeting. Staff prepares its review and recommendation and generally has the agenda and packet with recommendations ready to e-mail to members of each of these boards and also notifies them their packets are ready for pick-up the Thursday before the meeting. The last date any changes can be made to one of the board's agenda is 3:00 pm the Saturday before the meeting.
- E. Replats, which are subdivisions of one or more lots into additional lots, sign permits and Sign Variances are only reviewed and approved by City Council without public hearings.

ROLES AND RESPONSIBILITIES OF THE P& Z AND OTHER ENTITIES IN THE CITY DEVELOPMENT PROCESS

THE P&Z'S ROLE IS TO SERVE AS AN ADVISORY BODY TO THE CITY COUNCIL BUT DOES NOT HAVE ANY FINAL DECISION-MAKING AUTHORITY.

THE RESPONSIBILITIES OF THE P&Z ARE TO MAKE RECOMMENDATIONS TO CITY COUNCIL REGARDING:

- PRELIMINARY AND FINAL PLATS OF SUBDIVISIONS
- TEXT AMENDMENTS TO THE SUBDIVISION REGULATIONS
- REZONING REQUESTS, INCLUDING PLANNED DEVELOPMENTS
- TEXT AMENDMENTS TO THE ZONING REGULATIONS
- ZONING OF LAND IN NEWLY ANNEXED AREAS AND REGARDING
- THE COMPREHENSIVE PLAN AND AMENDMENTS TO THE COMPREHENSIVE PLAN

THE P&Z'S ROLES AND RESPONSIBILITIES IN THE DEVELOPMENT REVIEW PROCESS ARE TO:

- REVIEW THE CONCEPT PLAN FOR A PLANNED DEVELOPMENT ALONG WITH THE PLANNED DEVELOPMENT ORDINANCE AND MAKE A RECOMMENDATION TO CITY COUNCIL REGARDING BOTH
- DETERMINE THE APPROPRIATENESS OF PROPOSED REZONINGS IN RELATION TO SURROUNDING LAND USE AND ZONING AND MAKE A RECOMMENDATION TO CITY COUNCIL
- DETERMINE THE APPROPRIATENESS OF THE LAYOUT FOR NEW SUBDIVISION PLATS AND MAKE A RECOMMENDATION TO CITY COUNCIL REGARDING BOTH THE PRELIMINARY AND FINAL PLAT

THE CITY COUNCIL'S ROLES AND RESPONSIBILITIES IN THE DEVELOPMENT REVIEW PROCESS ARE TO:

- REVIEW AN APPLICATION FOR A PLANNED DEVELOPMENT ORDINANCE AND THE CONCEPT PLAN AND APPROVE, APPROVE WITH CONTINGENCIES OR DENY BOTH
- REVIEW AN APPLICATION FOR A PROPOSED REZONING IN RELATION TO SURROUNDING LAND USES AND ZONING CLASSIFICATIONS AND APPROVE OR DENY THE REZONING REQUEST
- REVIEW THE LAYOUT FOR NEW SUBDIVISION PLATS AND APPROVE, APPROVE WITH REQUIRED CHANGES OR DENY EITHER OR BOTH THE PRELIMINARY AND THE FINAL PLAT

THE DEVELOPMENT SERVICES DEPARTMENT'S ROLES AND RESPONSIBILITIES IN THE DEVEL-

OPMENT PROCESS ARE TO:

- PROVIDE INFORMATION TO APPLICANTS REGARDING THE CITY'S DEVELOPMENT POLICY AS IT RELATES TO THEIR SPECIFIC PROJECT. I AM PROVIDING EACH OF YOU WITH A COPY WHICH DETAILS THE CITY'S PROCESS AND POLICY FOR REVIEWING DEVELOPMENT PROPOSALS.
- ASSIST DEVELOPERS WITH NEW PROJECT PROPOSALS BY COORDINATING THE REVIEW WITH OTHER DEPARTMENT HEADS AND CONDUCTING PROJECT PRE-DESIGN REVIEWS, DESIGN REVIEWS AND PRE-CONSTRUCTION REVIEWS AS REQUIRED BY THE DEVELOPMENT POLICY FOR MAJOR PROJECTS AND BUILDINGS
- REVIEW ALL INFRASTRUCTURE PLAN APPLICATIONS AS REQUIRED FOR NEW SUBDIVISIONS AND MAJOR BUILDING PROJECTS, AND ISSUE INFRASTRUCTURE PERMITS

THE VARIOUS ARCHITECTURAL CONTROL COMMITTEES (ACC) ROLES AND RESPONSIBILITIES IN THE DEVELOPMENT PROCESS ARE TO:

- REVIEW PROPOSED PROJECTS FOR CONFORMANCE WITH THE SUBDIVISION'S COVENANTS, CONDITIONS AND RESTRICTIONS (CC&Rs), WHICH ARE PRIVATE REGULATIONS FOR DEVELOPMENT IN THE SUBDIVISION
- REVIEW PROPOSED PROJECTS FOR CONFORMANCE WITH THE DESIGN GUIDELINES FOR DEVELOPMENT, WHICH INCLUDE REQUIREMENTS FOR GARAGE DOORS, FENCES, EXTERIOR COLORS OF BUILDINGS, ETC.
- REVIEW AND SIGN OFF ON ALL BUILDING PERMIT APPLICATIONS PRIOR TO BEING SUBMITTED TO THE CITY AND ATS FOR ZONING AND BUILDING CODE REVIEW
- REVIEW AND SIGN OFF ON ALL LANDSCAPE PLANS FOR RESIDENTIAL AND NON-RESIDENTIAL PROJECTS
- ANY APPLICATION THAT IS DENIED BY AN ACC CAN'T BE SUBMITTED TO THE CITY, UNTIL AND UNLESS ALL ACC-IMPOSED REQUIREMENTS FOR APPROVAL ARE MET AND THE APPLICATION IS APPROVED BY THE ACC
- IT IS IMPORTANT TO NOTE THAT WHILE THE ACCS ARE RESPONSIBLE FOR THE DEVELOPMENT REVIEW AND PERMITTING PROCESS FOR THEIR SUBDIVISIONS, THE POAS ARE THE ONES RESPONSIBLE FOR ENFORCEMENT OF THOSE PERMITS

THE STEPS IN THE DEVELOPMENT PROCESS AND THE TIMELINE FOR A HYPOTHETICAL PLANNED DEVELOPMENT PROJECT:

1. THE DEVELOPER HAS PRELIMINARY MEETING WITH KEY CITY STAFF TO DISCUSS THE PROPOSED PROJECT & GET INFORMATION ON THE CITY'S PROCESS.

DEVELOPER AND HIS TEAM USUALLY MEET WITH THE CITY MANAGER, DEVELOPMENT SERVICES DIRECTOR & UTILITY DIRECTOR TO PRESENT THEIR PRELIMINARY PROJECT DESIGN AND OBTAIN WATER AND SEWER INFRASTRUCTURE INFORMATION AND OTHER INFORMATION ON CITY REQUIREMENTS

2. THE DEVELOPER'S TEAM PREPARES A PRELIMINARY DRAFT CONCEPT PLAN & A DRAFT PLANNED DEVELOPMENT ORDINANCE WITH CITY STAFF ASSISTANCE.

THIS IS PROBABLY THE LONGEST PART OF THE PROCESS, DEPENDING ON HOW MUCH INITIAL DESIGN WORK HAS BEEN DONE, AND HOW MUCH HOMEWORK THE DEVELOPER DID WHEN PREPARING THE INITIAL PLAN. THERE ARE USUALLY SEVERAL MEETINGS TO DISCUSS DETAILS OF EXISTING WATER AND SEWER INFRASTRUCTURE AND THE BEST WAY TO BRING IT TO THE PROPERTY AS WELL AS MAKE IT AVAILABLE TO OTHER PROJECTS AND PROPERTY. IN ADDITION, DISCUSSIONS REGARDING STREET RADII AND WIDTH FOR FIRE EQUIPMENT, AND ZONING, VARIANCE AND BUILDING SETBACK AND OTHER REQUIREMENTS AND PROCESSES ALSO TAKE PLACE

3. DEVELOPER SCHEDULES A MEETING WITH KEY CITY STAFF TO REVIEW THE PRELIMINARY DESIGN AND THE PROPOSED INFRASTRUCTURE PLANS.

KEY CITY STAFF USUALLY INCLUDE THE CITY MANAGER, UTILITIES DIRECTOR, DEV. SERV. DIR., & FIRE CHIEF, AND WHO ATTENDS IS BASED ON THE SIZE AND COMPLEXITY OF THE PROJECT. DEVELOPER'S TEAM USES THE INFORMATION FROM THIS MEETING TO PREPARE MORE DETAILED DESIGN PLANS. AGAIN, AS WITH STEP 2, THIS USUALLY TAKES A GOOD AMOUNT OF TIME TO DO THE REQUIRED DESIGN WORK.

4. AFTER THE MEETING WITH STAFF, DEVELOPMENT SERVICES DIRECTOR PREPARES A REPORT WITH PROJECT DETAILS AND CITY REQUIREMENTS

THE REPORT PROVIDES THE CITY AND THE DEVELOPER WITH THE SAME BASE OF INFORMATION ON THE PROJECT, SO THAT EVERYONE IS ON THE SAME PAGE REGARDING WHAT WAS DISCUSSED AND AGREED TO. ALSO, THE DEVELOPER CAN'T COME BACK LATER AND SAY THAT THEY UNDERSTOOD THE CITY AGREED TO SOMETHING, WHEN WE HAD NOT DONE SO

5. THE DEVELOPER PREPARES A DETAILED CONCEPT PLAN & THE PDO BASED ON THE CITY'S REQUIREMENTS

BASED ON HOW MUCH PREVIOUS WORK HAS BEEN DONE TO THIS POINT, ADDITIONAL

ASSISTANCE FROM STAFF MAY BE NEEDED DURING THIS STEP AND THIS COULD ALSO TAKE SOME TIME TO DESIGN.

6. THE DEVELOPMENT SERVICES DIRECTOR DISTRIBUTES THE CONCEPT PLAN & PDO FOR STAFF REVIEW & SENDS STAFF REVIEW COMMENTS TO DEVELOPER.

IF THE DEVELOPER'S TEAM HAS BEEN DOING THEIR JOB, THERE SHOULD NOT BE TOO MANY COMMENTS OR CHANGES TO THE CONCEPT PLAN OR PDO AT THIS POINT.

7. THE DEVELOPER INCORPORATES ANY STAFF COMMENTS INTO 2ND DRAFT CONCEPT PLAN & PDO

THE DEVELOPER SUBMITS THE CONCEPT PLAN & PDO TO THE DEVELOPMENT SERVICES DIRECTOR FOR DISTRIBUTION TO KEY STAFF FOR FINAL CITY STAFF REVIEW.

8. ONCE ALL CITY STAFF REVIEW COMMENTS ARE INCORPORATED, DEVELOPER DOES THE REQUIRED PUBLIC HEARING NOTICES FOR THE NEXT P&Z MEETING

THE DEVELOPMENT SERVICES DIRECTOR ENSURES THAT ALL REVIEW COMMENTS ARE INCORPORATED IN BOTH THE CONCEPT PLAN & PDO. THE DEVELOPER PLACES REQUIRED PUBLIC HEARING NOTICES IN THE 2 NEWSPAPERS & MAILES NOTICES TO PROPERTY OWNERS.

9. THE DEVELOPER SUBMITS A COMPLETE APPLICATION TO DEVELOPMENT SERVICES FOR NEXT P&Z MEETING BEFORE OR BY THE DEADLINE

THE DEVELOPMENT SERVICES STAFF PREPARE STAFF REPORTS FOR BOTH THE CONCEPT PLAN AND THE PDO AND INCLUDE ANY ADDITIONAL COMMENTS AND PREPARE THE PACKET FOR THE P&Z MEETING.

10. DEVELOPER DOES THE REQUIRED PUBLIC HEARING NOTICES FOR THE NEXT CITY COUNCIL MEETING

THE DEVELOPER PLACES COUNCIL PUBLIC HEARING NOTICES IN 2 NEWSPAPERS & MAILES NOTICES TO PROPERTY OWNERS

IT IS IMPORTANT TO NOTE NEED THAT THE PROCESS UP TO THIS POINT HAS ALREADY GONE THROUGH 10 STEPS, AND USUALLY TAKES SEVERAL MONTHS BEFORE IT GETS TO THE FINAL 3 STEPS – ACTION BY P&Z AND CITY COUNCIL WHICH CAN TAKE AS LITTLE AS A MONTH OR TWO

11. P&Z HOLDS THE PUBLIC HEARING & MAKES A RECOMMENDATION TO CITY COUNCIL

P&Z CAN RECOMMEND TABLING THE APPLICATION FOR ADDITIONAL INFORMATION, APPROVAL, DENIAL OR APPROVAL WITH CONDITIONS TO CITY COUNCIL.

12. BASED ON P&Z'S RECOMMENDATION, DEVELOPER SUBMITS A COMPLETE APPLICATION FOR THE NEXT COUNCIL MEETING.

BASED ON P&Z'S RECOMMENDATION, STAFF PREPARES THE BLUE SHEET STAFF REPORT FOR THE NEXT CITY COUNCIL MEETING.

13. COUNCIL HOLDS THE PUBLIC HEARING & EITHER APPROVES THE CONCEPT PLAN & PDO, DENIES THEM OR APPROVES THEM WITH CONDITIONS.

ONCE APPROVED, A NEW PROCESS AND TIMELINE STARTS REGARDING PERMITS FOR INFRASTRUCTURE AND BUILDINGS, AND THE PDO PROCESS IS NOW COMPLETE

CITY OF HORSESHOE BAY

DEVELOPMENT POLICY

Introduction

Property owners or developers of undeveloped tracts of land, where water and wastewater facilities are not available, upon initiating preliminary plans to either subdivide or otherwise build residential and/or commercial structures on their land, shall contact the City of Horseshoe Bay Development Services Manager to obtain a copy of the Development Policy and discuss the requirements and policies of the City. All zoning, subdivision planning and platting applications must be in accordance with the policies and procedures of the City of Horseshoe Bay.

Stages of Project Review

Stage 1 - Initial Project Review

The costs for all expenses related to all stages of reviews shall be borne by the developer. No reimbursements shall be made for engineering and legal costs of the developer.

A. Upon submission of a request by an owner, developer, or developer's representative, for Design Review Committee (DRC) consideration of Stage 1 (Initial Project Review), the developer or developer's representative shall submit a deposit in one of the following amounts, depending on the size of the proposed development:

<u>Development Size</u>	<u>Amount of Deposit</u>
0.1 - 5 acres	\$2,000.00
5.1 - 10 acres	\$2,500.00
10.1 - 15 acres	\$3,500.00
15.1 - 20 acres	\$4,500.00
over 20 acres	\$6,000.00

B. This deposit shall be utilized for payment of the City's consulting engineer's charges for engineering services and for any services provided by a legal consultant or other consultant for work related to the all review stages of the project. Charges will also be assessed for City of Horseshoe Bay employees' work related to the development, at the standard hourly rate for each staff person involved, plus fifteen percent (15%) overhead fees. Any deposit remaining after all charges have been rendered and paid from the deposit by the City of Horseshoe Bay will be returned to the owner, developer or developer's representative. Any charges that are in excess of the deposit will be billed during the Stage 4 process and collected prior to initiation of Stage 5.

C. Each development project shall be initially reviewed and information provided to the owner/developer regarding all City requirements for the project to be permitted, including but not limited to, subdivision platting, replatting, rezoning, Planned Development Ordinance (PD), development agreement, variance request, conditional use permits (CUP), and/or Zoning

Ordinance amendment. The City's DRC shall review each project's initial review information package which shall include, but not be limited to:

- Name of owner/developer, name of developer's representative, address(es) and telephone number(s).
- Name of architectural/engineering firm, architect/engineer, address and telephone number.
- General description of the development and its location within the City.

D. A map or drawing showing location of project, with:

- Number and size of lots
- Type of project (single-family, multi-family, office, commercial, mixed use)
- Easements required
- General layout and size of water mains to be installed
- General layout and size of existing water system facilities

E. Maximum and average water demands:

- Number of LUEs
- Fire flow requirements

F. Letter of findings from the Utilities Director, which shall include:

- Compatibility statement - relating to the comparison of the development with the policies of the City and a list of all required city approvals,
- Capacity statement - relating to the demands of the project and the effect upon the existing City customers and City services,
- Oversizing statement - relating to the necessity for any facilities oversizing to be completed by the developer, and
- Concluding statement - relating to the Utilities Director's findings concerning the proposed development.

G. Each project shall be considered in the order received, and a project number shall be issued to each project.

H. After reviewing the Initial Review materials and considering any additional oral

representations or other information concerning a project, the DRC may: (a) vote to approve the pre-design of the project and allow the project to proceed to Stage 2; (b) vote to table approval of the feasibility of the project until further information is provided by the developer or City staff to answer material concerns raised by the Committee; or (c) vote to conditionally approve the Pre-Project Review subject to such changes, additions, and modifications to the project including but not limited to, oral and written representations about the project made by the developer at the Committee meeting, which the DRC deems material to the City's ability to meet its obligations to the project.

I. Projects which require modifications may be reconsidered by the DRC upon a significant change of facts pertaining to the project. A new set of Initial Review materials must be submitted to the Development Services Manager for those projects to be reconsidered by the Committee. Initial submittals or reconsideration submittals of Initial Review materials shall be submitted to the Development Services Manager at least ten (10) days prior to the date of the Committee meeting in which the materials will be considered by the DRC.

J. If the DRC votes to approve or conditionally approve a project's feasibility, the project may advance to Stage 2 of the development process.

Stage 2 – Platting, Rezoning, Variances, CUPs and Utility Plans

A. If a plat, replat, rezoning, Planned Development Ordinance, variance, or CUP is required, the developer/owner shall discuss the requirements for public hearing notification, City processing of requests, and materials to be submitted with the Development Services Manager. All plats and replats shall be made by a registered professional engineer or licensed land surveyor from an actual survey of the property, and shall comply with all requirements of the Subdivision Plat and Replat applications and checklists. All rezoning requests and text amendments shall comply with all requirements of the Zoning Ordinance Amendment application and checklist.

B. Three (3) copies of water system plans (water mains, service lines and meters, fire hydrants, and all other water system facilities), wastewater facilities plans, and street plans shall be submitted to the Utilities Director, and shall be reviewed by the City's engineer and Utilities Director to ensure their compliance with the policies and standards of the City.

C. All required approvals by the City Council, Board of Adjustment, and Utilities Director shall be obtained, and all required filings of final plats for recording and construction bonds/letters of credit shall be completed prior to the project being able to go to Stage 3.

D. Upon successful completion of all requirements of this Stage, including payment of all costs and charges, the project may advance to Stage 3.

Stage 3 – Development Agreement and/or Planned Development Ordinance

A. The developer and the City shall enter into a "Development Agreement", to document all of the development rights and responsibilities of both the developer and the City regarding the proposed project. The Agreement shall act as a formal contract by and between the City and the developer whereby each party agrees to the project development uses and policies in effect on

the date of the approval of a particular project, and the developer assures the City of compliance with all applicable rules and regulations and requirements of the City of Horseshoe Bay. The Development Agreement shall include a covenant by the developer to comply with any and all representations of features or attributes of the project made to the DRC by the developer, which are deemed material to the City's ability to meet its obligations to the project as completed, and which are made part of a conditional approval of the project in Stage 1 and/or Stage 2 of this subsection. In lieu of a Development Agreement, the City Council may adopt a Planned Development Ordinance that specifies the obligations and responsibilities of the developer.

B. Upon successful completion of all requirements of this Stage, including payment of all related costs and charges, the project may advance to Stage 4.

Stage 4 – Engineering Pre-Design Review

When construction design and engineering work is beginning, the owner/developer shall contact the Development Services Manager to schedule a meeting of the DRC, which includes all Department Heads and the City Manager, to provide detailed information to the developer related to the City's design and engineering requirements for the project and respond to questions and issues. At this meeting, information on utility locations is provided, public safety requirements are presented, and all other outstanding issues are resolved. The Development Services Manager shall prepare Minutes of the design and engineering issues discussed and agreed to, and shall provide a copy to the owner/developer.

Stage 5 – Engineering Design Review

When project engineering and design is 80-85% complete, the owner/developer shall contact the Development Services Manager to schedule a meeting of the DRC to review design and engineering details of the project to ensure that they meet all City requirements. At this meeting, any alternative methods for meeting City requirements are presented and based on their justification, either approved or denied. Any required changes shall be incorporated in the final design and engineering plans prior to requesting the DRC meet for Pre-Construction Review. The Development Services Manager shall prepare Minutes of the design and engineering issues discussed and agreed to, and both the City Manager and the owner/developer shall sign the Minutes.

Stage 6 – Pre-Construction Review

The Pre-Construction Review meeting shall be held between the City's representative(s) and project contractor's representative(s) approximately ten (10) working days, and no less than five (5) working days, prior to commencement of construction activities within the development area. At this meeting, all of the City's requirements for construction, including parking, security, inspections, etc. shall be provided. The Development Services Manager shall prepare Minutes of the construction issues discussed and agreed to, and both the City Manager and the owner/developer shall sign the Minutes.

Stage 7 - Construction of Project Improvements

- A. Prior to initiation of project construction, the developer shall submit the construction contract, which shall contain all required bonds and certificates of insurance. The construction plans and specifications shall include the "Water General Notes" as prepared by the Utilities Director.
- B. The cost for all expenses related to this Stage of the development process shall be borne by the developer.
- C. Notification of any contractor disruption of City services (e.g., water shut-off, etc.) shall be delivered to the Utilities Director or other designated City employee no less than seventy-two (72) hours prior to the service disruption.
- D. The Inspector for the City of Horseshoe Bay shall make necessary inspections of work in progress. The developer can contract with an independent inspection firm to do required inspections, provided the City approves the firm to do the work. Periodic inspections may be made by the City's Engineer, and special inspections shall be made as required. The costs for inspections and tests completed by City staff and those special tests and inspections required by the project shall be billed to the developer at City cost. All standard inspections and tests shall be covered under a "standard inspection and test fee," which shall be calculated as one-half of one percent (0.5%) of the total costs of water system installations. A billing for these inspections and tests shall occur at 50% and 100% of construction completion. Before the final acceptance of construction is granted, the costs of engineering review and all inspections and tests shall be paid to the City by the developer.

Stage 8 - Final Acceptance of Project

The costs for all expenses related to Stage 8 of the development process shall be borne by the developer.

- A. After all oversized facilities, and released for acceptance for permanent maintenance by the City, the City of Horseshoe Bay shall be furnished with conveyance instruments, approved by the City Attorney, transferring title to all property, right-of-way, equipment and facilities in called as a part of the project system improvements.
- B. After receipt of the items listed in #2 above, the Utilities Director shall submit a "conveyance instrument" executed by the developer to the DRC for final acceptance.
- C. The conveyance of title to the City of Horseshoe Bay, the payment of all related charges associated with the project by the developer, and the DRC's positive vote concerning the project shall constitute final acceptance of the project by the City and shall complete the development process for the project under that particular Development Agreement/PD Ordinance.

Criteria for Project Approval or Disapproval and Right of Access/Easements

- A. No project shall be considered for a development area for construction and final approval unless it meets the criteria imposed by the City, including payment of all related fees and charges, and the project must successfully complete the all of the Stages of project completion as described.
- B. During Stage 1, when the City has authority to disapprove a proposed development project, said disapproval may be made based on detrimental engineering, economic, and/or operational impact of the proposed project on the City's utility system, and for aesthetic or other related purposes.
- C. The DRC may vote to withdraw a prior Stage approval of a project development if such approval was based on written statements/commitments regarding the project development made by the developer or representative of the developer, and if such developer or representative has failed to timely comply with such written statements/commitments.
- D. In the event the Development Services Manager determines that a developer has failed to timely comply with a prior written statement or commitment, a written notice, by both certified and regular mail, shall be submitted to the developer within five (5) days of the determination by the City's Development Services Manager that a failure to comply has occurred. The developer shall then have ten (10) days to comply with the written statements/commitments and to respond to the City's notice. The DRC may discuss this item, and a decision as to the continuation or withdrawal of approval shall be made by the DRC, and a letter shall be submitted to the developer informing him/her of the Committee's decision.
- E. If the DRC withdraws approval of the project and if construction activities are underway, then such activities shall be halted until the developer has complied with his or her written statement or commitment.
- F. As a public water supply agency engaged in activities that affect the health and welfare of the residents of its service area, the City of Horseshoe Bay has a right to access its facilities, with both personnel and equipment, for the reasonable performance of repair, maintenance, and operational duties, and this right of access shall not be abridged by any citizen or property owner.
- G. The City shall also have the authority to require easements for its facilities from developers developing land within the City's service area boundaries – both on property owned by the developer that is under the process of project approval and on other property owned by the developer within the City's boundaries. Easements required in conjunction with the developer's project shall be granted or acquired at no cost to the City of Horseshoe Bay. A request for an easement or easements may be made by the DRC, the City's Utilities Director, or the City's Engineer, and shall be submitted during Stage 1 or Stage 2 of the Project Development Process. The easement(s) shall be finalized prior to the granting of Stage 3 approval by the DRC.

H. Additionally, the developer shall obtain all necessary easements for any facilities, to be constructed by the developer, that are to be installed on property not owned by the developer, and these easements - or a letter of intent to furnish such easement or easements (as provided by the owner of the property) - shall be submitted by the developer to the City prior to the DRC's consideration of Stage 3 approval.

I. As part of the development process, the developer shall have the easement prepared per the directions of the City of Horseshoe Bay, and shall submit it to the Development Services Manager and such approved easement(s) shall be recorded on the final plat and/or filed in the Llano or Burnet County Courthouse as required. All costs associated with the preparation of the easement(s) shall be borne by the developer.

J. Prior to the final acceptance of the project, the City's Utilities Director or operations foreman shall prepare a "final check list" related to the project and shall verify the following: (1) all construction items shall be in compliance with the plans and change orders of the project; (2) all inspections and tests shall be satisfactorily completed; (3) all charges and fees shall be paid by the developer; (4) three sets of as-built plans of all facilities, along with one set of reproducible as-built plans, shall be furnished to the City at the expense of the developer; and, (5) that the developer has complied with all other terms and provisions of the project's Development Agreement/PD Ordinance. The City's engineer shall also certify that all items have been completed per the requirements of the City of Horseshoe Bay.